

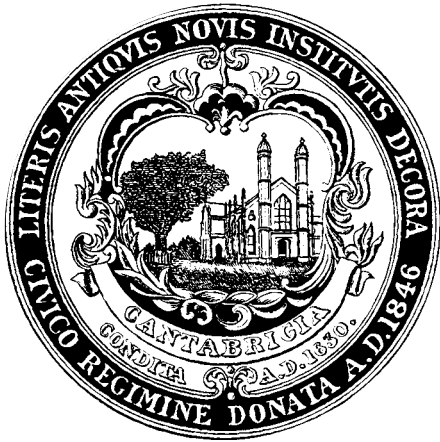
little fresh pond

City of Cambridge



cambridge housing

Annual Report
2004/2005



About Cambridge

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

Front Cover:

(Top Photo): Little Fresh Pond - Fresh Pond Reservation Shoreline Restoration Project. In FY05, \$150,000 in Community Preservation Act Open Space Funds was spent for the design development, schematic design, and preparation of contract documents.

(Bottom Photo): Just A Start's recently completed Scouting Way development includes 13 affordable rental units and was funded in part by Community Preservation Act Housing Funds.

(Back Cover Photo): The Cambridge Cemetery fence and gates were designed by City Engineer Lewis M. Hastings and constructed in 1892. This historic preservation project was funded in part with \$125,000 in Community Preservation Act funds.

City Manager's Message



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

On behalf of the City of Cambridge and its employees, I am pleased to present you with the fiscal year 2004-2005 Annual Report.

Many remarkable events have taken place in Cambridge this past year and we have made significant progress in supporting the City Council's goals. With continued strong financial standing, the City has endured the uncertainty over state aid funding and other economic concerns. We have met the demands of increased responsibility in the area of homeland security and have continued to provide the highest quality municipal services possible.

Cambridge retained its status as one of only 19 cities nationwide to earn AAA ratings from all 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 FY05, the City appropriated \$5 million in state matching funds, under provisions of the Community Preservation Act (CPA), to supplement \$5 million raised locally for affordable housing, historic preservation and open space projects. Since adopting the CPA in 2001, the City has received approximately \$15 million in state matching funds, the most money of any city or town in the Commonwealth. Overall, the City has received \$35.1 million in CPA funds from all sources. We anticipate receiving an increased level of CPA state matching funds in FY06.

We have made great progress on several capital projects, including the recent groundbreaking for the long-awaited Main Library Expansion Project. Installation of the artificial turf at Russell Field is due to be completed in August 2005.

In May 2005, the Council approved the purchase of a shell building at 125 Sixth Street for build-out as the new state-of-the-art Police Headquarters and Emergency Communications Center; designer selection processes are under way for both the new Public Safety Headquarters and for the West Cambridge Youth and Community Center/VFW, the latter to be located at 688 Huron Avenue. We are currently selecting a general contractor for long-planned improvements to William G. Maher Park and ecological restoration of the Northeast Sector of Fresh Pond Reservation.

Our ongoing, multi-year effort to reconstruct water/sewer infrastructure and improve roadways continues.

Cambridge Fire Department added 19 new members to its Paramedic Advanced Life Support (ALS) Units, bringing the total complement to 32 Paramedic Firefighters. This has enabled the City to institute a new advanced life support program and dramatically improve its medical emergency response capabilities.

The City entered into its first-ever written Payment In Lieu of Taxes (PILOT) Agreement with MIT for a 40-year term. The Agreement provides a revenue protection component that protects the City's tax base into the middle of this century. The Harvard PILOT Agreement was also renegotiated and renewed for a 50-year term. Both agreements increased contributions from each institution.

The City purchased streetlights and poles from NSTAR and has improved repair response times. Installation of the Automatic Meter Reading (AMR) system for water usage is under way.

The MIS Department launched Cambridge E-Line, a Web-based subscription service that enables users to sign up for information on City services, construction updates, job openings, Council Agenda, City calendar, and special alerts.

In May 2005, the City Council approved the FY06 operating budget of \$380,186,825 and capital budget of \$27,383,170, and the five-year capital plan. The budget calls for only a 2.5% increase in the property tax levy, the smallest increase in a decade. This is in addition to water and sewer rates adopted in March 2005 that included a 0% water rate increase and a 7.5% sewer rate increase, for a net increase of only 4.8%, well below the estimated rate increase of 9% submitted last year. The capital budget will support a variety of technology, public safety, building, school, roadway, water, street and sewer reconstruction projects.

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,

Robert W. Healy
City Manager

Table of Contents

About Cambridge	Inside Front
Manager's Letter	1
City Departments	3
Government Organizational Chart	4
Cambridge At A Glance	5
Faces of 831 Mass. Ave.	6
About City Seal	Inside Back

Departments

Affirmative Action	7	Fire	26
Animal Commission	7	Health	28
Arts Council	8	Historical Commission	29
Assessing	11	Human Rights Commission	30
Auditing	11	Human Services	31
Budget	12	Inspectional Services	39
Cable Television	12	Law Department	39
City Clerk	13	Library	40
City Council	14	License Commission	42
City Manager's Office	15	Management Information Systems	42
Community Development	17	Mayor's Office	43
Conservation Commission	21	Peace Commission	44
Consumers' Council	22	Personnel	45
Election Commission	22	Police	46
Electrical	23	Police Review & Advisory Board	49
Emergency Communications	23	Public Works	50
Emergency Management	24	Purchasing/General Services	57
Finance	25	Schools	58
• Administration		Traffic, Parking & Transportation	59
• Revenue		Veterans' Services	60
• Treasury		Water	61
		Weights & Measures	64
		Women's Commission	64

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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
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, Asst. to the City Council
City Hall, 617.349.4280

City Manager's Office

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

Community Development

Beth Rubenstein, Asst. City Manager
for Community Development
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

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

Election Commission

Teresa Neighbor, Director
51 Inman Street • Cambridge, MA 02139
617.349.4361 • TTY 617.492.0235

Electrical

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

Emergency Communications

George Fosque, Director
489 Broadway • Cambridge, MA 02138
617.349.6911 • TTY 617.499.9924

Emergency Management

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

Finance

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

Fire

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

Health

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

Historical Commission

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

Human Rights Commission

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

Human Services

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

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
359 Broadway • Cambridge, MA 02139
617.349.4040 • TTY 617.349.4421

License Commission

Richard V. Scali, Chair
831 Mass. Avenue • Cambridge, MA 02139
617.349.6140 • TTY 617.349.6112

Mayor's Office

Michael A. Sullivan, Mayor
City Hall, 617.349.4321

Management Info. Systems (MIS)

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

Peace Commission

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

Personnel

Michael Gardner, Director
City Hall, 617.349.4332

Police

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

Police Review & Advisory Board

Quoc Tran, Director
51 Inman Street • Cambridge, MA 02139
617.349.6155 • TTY 617.492.0235

Public Works

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

Purchasing

Cynthia Griffin, Purchasing Agent
City Hall, 617.349.4310

School

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

Traffic, Parking and Transportation

Susan Clippinger, Director
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

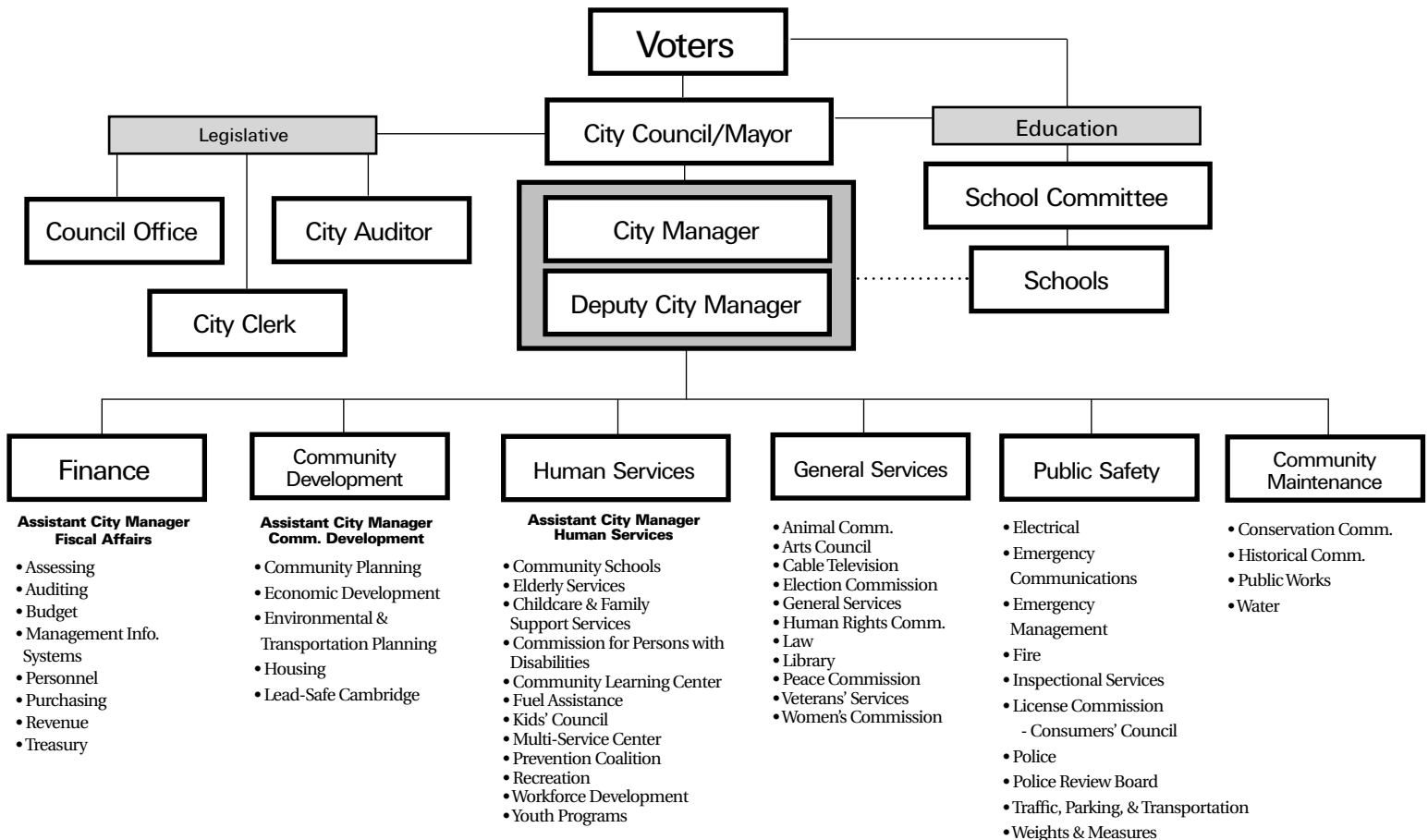
James Cassidy, Jr., Sealer
831 Mass. Avenue • Cambridge, MA 02139
617.349.6133 • TTY 617.349.6112

Women's Commission

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

Organizational Chart

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



Pictured (l to r): Assistant City Manager for Human Services Ellen Semonoff, Assistant City Manager for Fiscal Affairs Louis DePasquale and Assistant City Manager for Community Development Beth Rubenstein.

Cambridge At A Glance

Land Area:
6.43 Square Miles

County:
Middlesex

Population:
101,355 (2000, US Census)

Population Density:
15,763 Persons per square mile
(2000, CDD)

Person(s) Per Household:
2.03 Persons (2000, US Census)

Median Age:
30.4 Years (2000, US Census)

**Lived in Cambridge
Five Years Ago:**
50.7% (2000, US census)

Foreign Born:
25.9% (2000, US Census)

**Home Language other
than English:**
31.2% (2000, US Census)

**Common Languages other
than English:**
Spanish, French/French Creole,
Chinese, Portuguese, Indic languages
(including Hindi, Gujarati,
and Urdu) and Korean.
(2000, US Census)

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

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

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

College & Graduate Students:
31,773 - Enrolled in Degree Program
(includes non-residents)
(2004, CDD)

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

Registered Vehicles:
55,943 (2004, Mass. Registry of
Motor Vehicles)

Housing Units:
44,725 (2000, US Census)

Owner Occupied Housing:
31% (2000, US Census)

Median Housing Sales Price:
\$607,500 Single Family
\$636,000 Two Family
\$385,000 Condominium
(2004, Banker & Tradesman)

Typical Rental Price:
\$1,350 One Bedroom,
\$1,700 Two Bedroom,
\$2,300 Three Bedroom
(Dec. 2004, CDD)

Median Household Income:
\$47,979 (2000, US Census)

Jobs:
99,477
(2004, 3rd Quarter, Mass. Division of
Employment & Training)

Average Annual Wage:
\$61,479
(2004, 3rd Quarter, Mass. Division of
Unemployment Assistance)

Resident Unemployment Rate:
3.1%
(April 2005, Mass. Division of
Unemployment Assistance)

Major Employment Sectors:
Education, Professional & Technical
Services, Health Care & Social
Assistance, Accommodation & Food
Services, Retail Trade
(April 2005, Mass. Division of
Unemployment Assistance)

Property Tax Rate:
Residential \$7.78
Commercial \$18.28
(per \$1,000 of assessed value)

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

Annual Operating Budget:
\$380 million
(FY 06 - starting July 1, 2005)

Public Schools:
12 elementary schools,
1 high school

Private Schools:
13, plus 2 charters, and numerous
pre-schools

Higher Education:
Harvard University,
Massachusetts Institute of
Technology, Lesley University,
Cambridge College

Libraries:
Main Library and 6 branches

Post Offices:
Central Square, Kendall Square,
Harvard Square, Inman Square,
Porter Square

Hospitals:
Cambridge Hospital, Mount
Auburn Hospital, Youville Hospital

Fire Protection:
8 fire stations, 276 sworn fire
fighters, 7 civilians

Police Protection:
1 police station, 273 sworn
officers, 37 civilians

Public Golf Courses:
1 (Fresh Pond)

Public Transportation:
MBTA (subway & buses) and
commuter rail

Closest Airport:
Logan Airport (Boston)

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

Faces of 831 Mass. Ave.

This page is dedicated to City of Cambridge employees. Each year, we highlight a different building. Below are some of the people who work at 831 Mass. Ave. The Lombardi Building houses the License Commission, Consumers' Council, Inspectional Services, MIS, Weights & Measures, and the Historical Commission.



Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

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

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

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

Highlights and Accomplishments

- Assisted some of the larger departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for official/administrator and professional (01 and 02) positions.
- Collaborated with the State Human Resources Division, City departments and the Affirmative Action Advisory Committee to promote the Municipal Police Officer Examination, launching recruitment campaigns targeting under-represented, protected status groups. As a result, 46% of all Cambridge applicants were members of under represented and/or protected status groups. Prepared Cambridge residents in test taking skills for the exam.

Animal Commission

Mark McCabe, Director • 344 Broadway, Cambridge • 617.349.4376

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

Highlights and Accomplishments

- By the numbers: Licensed 2,221 dogs; picked up 75 stray dogs (88% returned to owner, 11% adopted); issued over 150 animal quarantines and 155 citations for violations of the Animal Control Ordinance.
- Responded to over 3,300 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, etc.
- Conducted presentations on responsible pet ownership, dog bite prevention and local wildlife for pre-schools, elementary schools, postal workers, youth camps and community groups.
- Transported 141 animals (birds, cats, dogs, raccoons, opossums, skunks, bats and other wildlife) to the Massachusetts Society for the Prevention of Cruelty to Animals and the Animal Rescue League for medical attention, placement or humane euthanasia.
- Participated in the statewide Rabies Vaccination Day in April, offering low cost rabies vaccinations to over 95 dogs; continued to provide certificates for low cost spay/neuter services from Friends of Animals organization; and maintained an Emergency Relief Fund for stray animals that needed medical attention.
- Worked with the Water Department's Chief Park Ranger to sponsor the Annual License Day at Fresh Pond Reservoir.
- Represented the Animal Control Officers Association of Massachusetts on the State Legislative/Regulatory Subcommittee working to establish more uniform standards in state laws pertaining to dogs.
- Continued participating on the Cambridge Local Emergency Planning Committee to prepare for handling animals in a disaster.
- Commenced work with a City task force to discuss the feasibility for off leash dog areas in all four quadrants of the city.

Arts Council

Jason Weeks, Director • 344 Broadway, Cambridge • 617.349.4380

The Cambridge Arts Council (CAC) exists to ensure that the arts remain vital for people living, working and visiting Cambridge. CAC accomplishes its mission by stimulating public awareness and support for the arts, celebrating 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 of Cambridge.

Highlights and Accomplishments

- After a one-year hiatus, the *Cambridge River Festival* returned on Saturday, June 18, 2005 for the 26th year with a renewed focus on community involvement. The event theme, *Ripple*, was a nod both to the Charles River parklands that serve as the festival's scenic setting, and to the ripple effect that the arts play in enriching daily life. Three stages were programmed and produced this year by Cambridge institutions including the Passim Folk Music & Cultural Center, Regattabar at the Charles Hotel and The Middle East Restaurant & Night Club. In addition to staged performances, audiences enjoyed site-specific modern dance by choreographer Jody Weber, "Busker's Alley" featuring ImprovBoston, Tunefoolery, and street performers who regularly grace streets and public spaces in Cambridge and over 100 booths in the International Bazaar and World of Food offering an enticing array of multicultural crafts and cuisine to festival participants.

- In conjunction with the *Cambridge River Festival*, a showcase entitled *Art Up Front* was revived for 2005. This community-oriented initiative matched regional artists to local businesses to transform storefronts and commercial spaces into exciting visual experiences. In the weeks leading up to the Cambridge River Festival, artists displayed paintings, prints, sculpture, photography and other mediums in site-specific installations located in high-profile display windows throughout the city. *Art Up Front* highlighted the festival theme, *Ripple*, by expanding the scope of the festival into locations beyond the riverside, creating opportunities for businesses to attract new customers, and for local artists to enjoy greater exposure to their work.

- Established and produced *Unite For Arts* on December 1, 2004 at Sanders Theatre in Harvard Square. Conceived as a benefit event for the Cambridge Arts Council's (CAC) 30th anniversary as the City's lead arts organization, *Unite for Arts* was designed to increase visibility for CAC and raise funds for the CAC Grant Program, which provides financial grants to individual artists and cultural organizations doing creative work in Cambridge. Featured performers included Cambridge native and internationally renowned jazz vocalist Nnenna Freelon, and prior CAC grant recipients Underground Railway Theatre and Snappy Dance Theatre.

Community Arts Program Highlights

- Produced the *Art Fair in Harvard Square* as a part of *Destination: Cambridge – The Unconventional City* leading up to the Democratic National Convention in July 2004. Staged on the historic Cambridge Common, this first-time event attracted over 100 painters, potters, jewelry-makers, folk & traditional artists and furniture craftsman. The event included live music by the Boston Landmarks Orchestra and tours of historic neighborhood sites led by the Cambridge Historical Society. An estimated 10,000 people visited the Art Fair over two days due to the high visibility

and heavy foot-traffic that characterizes the centrally located Cambridge Common.

- Produced the 13th season of *Summer in the City* from late June through mid-August 2004. This citywide series targets youth ages 4 to 11 and offered 12 free, interactive, professional artistic performances in parks and public spaces throughout the city. In 2004, the total audience increased by a margin of 40% from the previous year, attracting almost 3,000 people over the course of a six-week period. New promotional efforts included a professional quality brochure/schedule designed by students from the Art Institute of Boston at Lesley University, which was mailed to every household with children in the Cambridge elementary schools.

- Distributed funding from the City of Cambridge and the Massachusetts Cultural Council through a competitive grant process to support arts initiatives that have a direct benefit to Cambridge citizens and the cultural life of the city. For the 2005 Local Cultural Council Grant Program, CAC awarded 27 grants, allocating funds to 43% of the applicants. With approximately \$50,000 to grant, the review panel identified projects that focus on a high level of community interaction. The panel, composed of 15 Cambridge-based artists and arts professionals, were nominated based on expertise in the arts and active involvement in the Cambridge community. Funded projects included:

- **Artisan's World: La Negritude Movement**

Celebration of Negritude, a literary and ideological movement led by black intellectuals, writers, poets and politicians from the Caribbean and West Africa.

- **Allie Humenuk: Out of Place**

Editing for documentary film celebrating the renowned photographer Abelardo Morell, exploring how his work is affected by his exile from Cuba at age 14.

- **Prometheus Dance: The Elders Dance Project**

Creation and presentation of project involving seven senior dancers ages 55-90; includes modern dance class for elders ages 55 and older, development of new work *Being There*, and performance by members of the class at four locations.

- The 7th Annual Grant Awards Celebration was held on May 4, 2005 at Zero Arrow Theatre. In keeping with efforts to showcase new and existing performance venues each year, Robert Orchard, Executive Director of American Repertory Theatre, generously donated the use of the new black-box theatre in Harvard Square for the celebration. Hosted by Dan Hunter, Executive Director of the Massachusetts Advocates for Arts, Sciences and Humanities (MAASH), the celebration featured performances and displays showcasing the 27 grant recipients.

- Over 400 permits were issued in 2004 for Street Performers under a City ordinance that defines rules and regulations regarding their right to perform. During peak seasons, Cambridge Arts Council Street Performer monitors strive to find a fair balance between a performer's right to perform, while recognizing that businesses and residents have the right to enjoy a peaceful environment.

- Served as collaborator and/or sponsor for citywide arts events and initiatives including the Cambridgeport Artists Open Studios (CAOS), the North Cambridge Artists Open Studios (NoCA), *Joyful Noise – A Celebration of the Life & Work of Dr. Martin Luther King, Jr.*

produced by the Cambridge Multicultural Arts Center; the *Dragon Boat Festival*, the *DIYDS National Youth Video and Film Festival*, *Boston Cyberarts Festival*, and *Festival 47* celebrating the 47th anniversary of Passim Folk Music and Cultural Center.

Public Art Program Highlights

Completed Projects

- For the Green Street Garage in Cambridgeport, Edwin Andrews created six sculptural screens for the window openings in the three-story stair tower at the intersection of Pearl and Green Streets. Made of aluminum with colored Plexiglas, the screens cast brightly colored patterns on the stairway and adjacent sidewalks as they interact with the sun and internal lighting of the garage.
- For Valente Library Reading Park in East Cambridge, Judy Kensley McKie created three bronze benches in the form of friendly “alley cats.” The artist also collaborated with landscape architects to transform a fenced-in lawn into a community-gathering place.
- For the water play area at Donnelly Field, in front of Frisoli Youth Center, Jay Coogan created five playful domestic animals made of powder-coated aluminum. The three dogs and two cats mimic the way they use the space: greeting, conversing, playing, and taking a break.
- For Vellucci Community Plaza in Inman Square, artists Jock Reynolds and Suzanne Hellmuth worked with landscape architects to reinvigorate the park with their design of granite and wood benches, textured paving, festoon lighting and a variety of organic life and plantings.
- Completed a sculpture for the Squirrel Nut Park in Area 4 by artist Bart Uchida. The sculpture serves as an artistically designed trellis and supports a majestic 25-year old climbing rose with a group of connected steel arches that are twisted together to echo the form of the vine itself.

Also at Squirrel Nut Park, artist Jill Slosburg-Ackerman created a 6-



Bicycle Tour participants admire Joshua Weiner's Davenport St. Mural (Porter Square Shopping Center)
(credit: Cambridge Arts Council)

foot high steel sculpture of a squirrel that will be embellished with rose blossoms in the spring and summer months.

- For Lowell Street Park in West Cambridge, artist Andreas von Huene created “Salmo Salar,” a contemplative granite water sculpture. The sculpture includes a quiet stream of water flowing over a polished black granite surface situated atop a roughhewn gray granite base.

Ongoing Projects

- For the historic Taylor Square Fire Station, artist Paul Ramirez Jonas has created the smallest park in Cambridge, measuring only 57 square feet, and enclosed by a locked gate. The park, located at the edge of the station property on Garden St., will be transformed into a public and communal space through the distribution of thousands of artist-designed keys that come with an invitation to the public to duplicate them endlessly.
- As part of the renovation of Russell Field, artist Taylor Davis will create an artistically rendered bus shelter. The shelter, located along Rindge Avenue will feature a colored glass and create a welcoming space for commuters to gather and wait for public transportation.
- As part of the Porter Square Roadways project, artist Toshi Katayama has developed a bold artistic concept for a new plaza by the intersection of Massachusetts and Somerville Avenues. The project, slated for completion in October 2005, will create a unique visual identity for Porter Square.
- For Harvard Square, artist Jody Pinto developed a proposal to turn Palmer Street, which is generally perceived as an unattractive service alley, into an active area for street life while also accommodating loading trucks, ambulances and other traffic. Through a public/private partnership, both the street itself and the privately owned buildings that rise above it will be addressed as part of a fully cohesive and integrated artistic plan. The project is slated for construction in summer of 2006.
- Artist Mierle Laderman Ukeles completed two sculptural “thrones” and installed them at the top of the hill in Daney Park in North Cambridge. The installation sets the stage for the final phase of a multi-year project focused on the remediation and transformation into a 55-acre active use park on the site of what was once a waste disposal facility.
- For the Yerxa Road railroad underpass, artist Randal Thurston is incorporating his intricate natural imagery into pre-cast concrete panels at the entranceways as well as into wall tiles inside the underpass. The ramps leading to the underpass will have steel cutouts showing birds on tree branches. The project is slated for completion in the fall of 2006.
- For the Cambridge Public Library Main Branch Expansion project, artist Liam Gillick is creating artwork for the entrance to the underground parking garage. The project is scheduled for completion in fall 2007.
- Artist Ellen Driscoll is creating an artwork, “*Filament/Firmament*,” designed to commemorate the status and contribution of women to Cambridge and the broader society. The design for the artwork will be executed in a two-story atrium in the heart of the renovated

Main Branch of the Cambridge Public Library and consists of glass and woven cable with text and textile imagery. As an extension of the artwork, a Web site will accompany the physical work and include stories of remarkable women and their contributions to society.



Artist-blown glass pumpkins at the Art Fair in Harvard Square
(credit: Cambridge Arts Council)

Education & Outreach

- Received a Summer Work & Learning grant from the Office for Workforce Development to support the third year of *Art Among Us*, a program designed to train Cambridge youth in the process of making public art for utility boxes around the City. Participating high school students worked for six weeks, 20 hours per week, in July and August 2004. *Art Among Us* is a collaboration of the Department of Public Works, the Arts Council, and the Mayor's Summer Youth Employment Program. Under the guidance of Dawn Scaltreto, 12 youth created designs for 10 utility boxes in Central Square, Donnelly Field, North Cambridge, and Technology Square.

- Collaborated with the Underground Railway Theater (URT) to present performances for *Public Art ACTS*. Working with a two-year grant from the National Endowment for the arts, CAC and URT are developing theatrical performances in dialogue with public art. Performed on site, these productions are 20-minute presentations for neighborhood audiences at public art sites. In June 2005, the first performance drew a multi-generational audience of over 100 for the dedication of the new Valente Library Reading Garden, with public art by Judy Kensley McKie, and the dedication of the Donnelly Field playground, where artist Jay Coogan extended his artwork from the Frisoli Youth Center interior to the outdoor playground.

- Received a Summer Work and Learning Grant from the Office of Workforce Development for *Public Art ACTS/Youth*. During July and August of 2004 a theater artist from Underground Railway Theater worked with Cambridge high school youth to learn about public art and develop outdoor performances at three public art sites. Featured artworks included *Multicultural Manifestoes*, by Ritsuko Taho, located at Carl Barron Plaza in Central Square, *Crossroads*, a mural on the Green Street Garage by Daniel Galvez,

and *Chairs and Endless Lamps*, at the Area IV Youth Center, by John Tagiuri. Students developed concepts and scripts and performed the 20-minute productions on site.

- Received a New England Foundation for the Arts (NEFA) Expeditions Touring Grant for *Public Art/Moving Site*. Working with collaborating partners at the Rockingham Arts & Museum Project in Bellows Falls, VT, and Artspace in New Haven, CT, CAC selected three artists to present temporary installations in all three cities in what will be a series of installations/exhibitions from January to May 2006.

- Collaborated with the Cambridge Health Alliance in May 2005 on *Golden Shoes*, an initiative to promote walking, public health, and the City's public art collection. One hundred golden shoes were hidden in and around public art sites, highlighting works in the City's collection and making the artwork a "destination" for walkers. Also collaborated with the City's Bicycle Committee in October 2004 and May 2005 to place selected public art sites on the citywide bicycle tour, which drew over 140 cyclists.

CAC Gallery

- Presented six exhibitions in the new CAC Gallery. Exhibitions included, *"Self Sufficient,"* a group exhibition curated by Barbara O'Brien and combining local emerging and nationally renowned artists from San Francisco and New York; *"Reaching Water,"* featuring a retrospective of public artworks by Cambridge artists Mags Harries and Lajos Héder placing their public artwork at Fresh Pond in a context with their large-scale water projects in other U.S. cities; *"Walking Central Square,"* by artists Karen Davis and John Tagiuri featuring work that highlighted sights, sounds and smells found in Central Square; and *"Filament/Firmament,"* an exhibition by Cambridge artist Ellen Driscoll previewing her artwork honoring the contributions of women to society, which will be installed in the Main Library in 2007.

Conservation & Maintenance

- Art Conservation Associates (ACA) completed re-assessment and routine maintenance of approximately 90 public artworks in the City's collection. Painting conservator Lydia Vagts was commissioned to maintain and conserve murals in the City's collection.



Thrones for the King and Queen of the Hill
(artist: Mierle Laderman Ukeles/Danehy Park)

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.

- The Department continued its full list and re-measure program for all residential and commercial properties. This re-inspection program continually updates our records with the most accurate information on the condition and physical characteristics of the real estate in the City of Cambridge. The residential property staff will continue to send out inspection request cards, following-up with telephone calls, knocking on doors and leaving reminders at the properties to call the office.
- 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 developed by the MIS Department. We have taken digital photographs of 99.9 percent of the residential parcels in Cambridge, which have been linked to the property record card. All taxpayers are able to obtain a single document containing all descriptive information about their property along with a sketch and photograph.

- The Board continued to improve the business personal property valuation system with additional pricing codes to represent the changes in equipment required by the diverse businesses within the City of Cambridge. The personal property software provides listing and pricing capabilities and gives the business community a computerized definition of their inventory.
- The Assessing staff will continue to provide annual taxpayer assistance workshops to answer general property valuation questions and provide forms necessary for exemptions and/or abatements.

The chart below compares FY03, FY04, FY05 taxable value for Cambridge:

	FY03 Value(000s)	FY04 Value(000s)	FY05 Value (000s)
Existing Commercial & Industrial	\$6,219,424	\$6,208,032	\$6,660,728
New Commercial & Industrial	343,774	417,172	348,809
TOTAL COMMERCIAL & INDUSTRIAL	\$6,563,198	\$6,625,204	\$7,009,537
Existing Residential Property	\$10,620,244	\$12,004,650	\$13,672,441
New Residential Property	199,367	152,849	198,702
TOTAL RESIDENTIAL PROPERTY	\$10,819,611	\$12,157,499	\$13,871,143
Existing Personal Property	\$279,472	\$319,389	\$353,235
New Personal Property	88,455	124,480	\$114,084
TOTAL PERSONAL PROPERTY	\$367,927	\$443,869	\$467,319
TOTAL TAXABLE PROPERTY	\$17,750,736	\$19,226,572	\$21,347,999

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

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

Highlights and Accomplishments

- Auditing staff played a lead role in the upgrading to the Web-based PeopleSoft financial system.
- Continued to train other departments in procedures related to PeopleSoft accounting/bill paying functions.

- Assisted the Economic Development, Training, and Employment Committee in planning and coordinating the Destination Cambridge events during the Democratic Convention in Boston.
- Completed all Massachusetts Department of Revenue required reports.
- Worked with Community Development Department to maintain and monitor the financial requirements for various affordable housing programs.
- Prepared the City's annual financial statements entirely in-house including the requirements of GASB 34. This report is available on the City's Web site.
- Assisted in the preparation of the City's Comprehensive Annual Financial Report.

Budget

David Kale, Director • City Hall • 617.349.4270

The Budget Department is responsible for overseeing the City's entire operating and capital budget process. 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 include the following:

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

The Budget Office works closely with City departments to ensure that all budgetary and financial guidelines are being met in accordance with adopted policies and procedures. Staff reviews revenues and expenditures monthly and maintains a status report of expenditure balances and revenues received year-to-date by all City departments. In addition, the Budget Office prepares transfer and appropriation requests for submission to the City Council during the fiscal year.

Highlights and Accomplishments

- Monitored and balanced the FY05 Operating and Capital budgets of \$401,360,905.

- Prepared and published a FY05 budget summary document on the City's Web site to increase public access to financial information.
- Received, for the 19th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY04 Operating and Capital budgets.
- Focused department budget narratives and benchmarks to coincide with new City Council goals.
- Designed and implemented a new online benchmarking system that allows departments to enter and track year-to-date progress toward goals more easily.
- Successfully converted budget reports frequently used by departments to PeopleSoft Financials 8.8, organized them under a common menu heading, and assisted in several training sessions with end users.
- Prepared all documents for \$46,085,000 Bond Sale for the financing of Library Construction, Street Construction, Building Renovations, Sewer Reconstruction, Open Space Improvements, Yerxa Road Underpass Construction, and Automated Meter Reading System. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.39%.
- Assisted in preparation of the following financial documents: FY2004 CAFR, FY2004 Financial Statements, Bond Rating agency presentation document, and Official Statement for the City's February 2005 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, CITY TV-8 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 including, but not limited to, education, culture, arts, health and human services, and history.

Highlights and Accomplishments

- Broadcast Cambridge Celebrates Marriage Equality; 4 hours of live programming as Cambridge became the first city in the nation to accept Marriage Intentions for same-sex couples to wed. We also provided pool coverage audio for local, national and international media outlets for the event.
- Produced a full slate of Destination Cambridge programming, promotional spots and public service announcements to highlight Cambridge as a Destination Location for out of town delegates

and all attendees of the Boston based 2004 Democratic National Convention.

- Developed and produced public service announcements for the Recycling Department and the Department of Traffic, Parking & Transportation.
- Provided cable coverage and broadcasting for a variety of athletic events, including the Mayor's Cup Baseball Tournament, the CRLS Thanksgiving Day Football Game and the CityRun road race.
- Continued to cover and broadcast important community events and celebrations, including the Memorial Day parade, the Veteran's Day and Patriots Day observances, the Annual Dance Party and Danehy Park Family Day.
- We also continue to re-stock our acquired titles and series' in order to provide our Cambridge City TV-8 viewers with a viable alternative for educational, artistic and cultural programming.
- Began construction on the Media Arts Television Production Studio, expected to go online in August 2005.

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.

Highlights and Accomplishments

- Recorded 3,676 births, 11,648 marriages and 1,114 deaths, which represents an increase of 92 births and 646 marriages over the previous year. Accepted and recorded 752 business certificates. Issued 18,534 certified copies of records.
- Provided staff support for 16 City Council committees, including the Economic Development Committee as it strategized for the development and institutionalization of Cambridge As a Destination, arts and cultural programming in support of economic development goals; the Government Operations Committee as it led the City Council in setting its goals for the next two fiscal years; and the Human Services Committee as it presented the first-ever Senior Town Meeting.



City Clerk's Office staff.



Many customers have taken advantage of Monday's extended evening hours.

- Worked with the City Manager's Office and the MIS Department to implement a Web-based system for issuing, recording and indexing marriage records and a system for tracking the issuance and payment of municipal tickets among several departments.
- Increased the availability of historical zoning maps to the public for zoning research.
- Developed vital record request forms for use at the counter and on the City's Web site to facilitate fast and accurate response to customer record requests.



City Clerk's staff busy at work on a Monday night.

City Council

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

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

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

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

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

Highlights and Accomplishments

- Assisted in the planning and coordination of events to celebrate and highlight Cambridge around the time of the Democratic National Convention (DNC).
- Conducted search to assemble knowledgeable volunteers from seniors, City staff and residents to deal with the information tables that were placed at the various squares throughout the city during the DNC.
- Provided staff support to the City Council in goal setting sessions and coordinated the publication of new City Council goals.
- In collaboration with the City Manager's Office coordinated a special celebration for the first anniversary of same sex marriage. The celebration commemorated the historic event that positioned Cambridge as the first city in the country to accept intent to marriage applications from same sex couples on May 17, 2004, and the first city in the country to legally marry a same sex couple.

Goals of the City Council

- Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.
- Value and support the racial, socioeconomic, cultural and religious diversity of our city. Cambridge will continue to be a city that welcomes, values and respects people of all abilities.
- Provide high quality services, including excellent customer



2004-2005 Cambridge City Council. Seated (left to right): Henrietta Davis, E. Denise Simmons, Mayor Michael A. Sullivan, Vice Mayor Marjorie C. Decker. Standing (left to right): Councillors Anthony D. Galluccio, David P. Maher, Kenneth E. Reeves, Brian Murphy and Timothy J. Toomey, Jr.

service, effectively and efficiently and continually strive to update the public on City issues and services.

- Deliver high quality public safety services and maintain a high level of public confidence in these services.
- Preserve and create affordable housing for low, moderate and middle-income residents.
- Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- Foster community and support neighborhood vitality. Support opportunities for citizens to know each other within their neighborhoods and across the city.
- Promote a healthy environment by adopting environmentally sound and energy efficient practices throughout the community.
- Promote the advantages of "doing business in Cambridge" and work to strengthen our mutually beneficial community partnerships with businesses and universities. Highlight the unique benefits of Cambridge as a community in which to live and work; focus on transmitting the values and identity of Cambridge.



Sandra Albano and Mary Horgan

City Manager

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

The City Manager is the Chief Executive Officer of the City and is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council decisions. The City Manager and his staff respond to citizen inquiries and complaints regarding City services and departmental policies and conduct numerous neighborhood meetings regarding community concerns.

Highlights and Accomplishments

- Cambridge 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 the fall of 2004, the City received its third annual allocation of matching funds from the state under provisions of the Community Preservation Act (CPA), which Cambridge voters passed in 2001. The \$5 million in matching state funds added to the \$5 million from City-raised funds, has contributed significantly to the City's ongoing initiatives in the areas of affordable housing, historic preservation and open space protection.
- Preservation and expansion of permanently affordable housing through the use of CPA funds remains a high priority for the Cambridge City Council. In FY05, the City facilitated the creation of over 100 units of rental and homeownership housing with long term affordability and advanced the redevelopment of the formerly MBTA-owned Trolley Square site. Construction is now under way at Trolley Square where 32 rental and 8 homeownership units will be created, along with community retail and open space. Additionally, 13 affordable rental units were completed at Scouting Way near Central Square, and plans were completed for 14 new affordable homeownership units at a former auto-repair facility on Massachusetts Avenue in North Cambridge. The City also worked with private developers to create more than 90 new affordable rental and homeownership units under its Inclusionary Housing Program. These developments will all provide much-needed affordable housing for Cambridge families.
- Open Space funds provided through the CPA enabled the City to acquire 16 acres of land in Lincoln to protect Cambridge's vital watershed and move forward with enhancements for the preservation and restoration of Fresh Pond Reservation lands. A \$400,000 state grant helped offset Lincoln land costs.
- Historic preservation funds from the CPA enabled the City to continue to restore and preserve its historic public buildings and landscapes. The Historical Commission's CPA-funded Preservation Grant Program supported 15 affordable housing projects.
- Entered into the first-ever written Payment In Lieu Of Taxes (PILOT) Agreement with MIT for a 40-year term. The Agreement provides a revenue protection component that protects the City's tax base into the middle of this century. Renegotiated and renewed the City's PILOT Agreement with Harvard for a 50-year term. Both agreements increased the contributions by each institution to the City.
- 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.
- Continued to work with the state's Department of Conservation and Recreation in a unique partnership whereby the City has provided funds to renovate Magazine Beach Park in exchange for priority scheduling for Cambridge residents. The design phase is complete and construction is expected to begin in late spring 2006.
- Organized the ninth annual Danehy Park Family Day in September 2004. Each year, over 4,000 Cambridge residents enjoy free rides and food, arts and entertainment at our award winning recycled open space facility.
- Assisted the City Council in hosting a special reception and celebration of the first anniversary of Cambridge's status as the first city in the nation to accept state-sanctioned, same sex marriage intentions.
- Worked closely with the City Council's Economic Development Committee and various City departments to plan and manage a series of events and programs during the Democratic National Convention aimed at showcasing the rich culture, diversity, history and public art in Cambridge. Promoted under the theme *Destination Cambridge: An Unconventional City*, major events included the Citywide Dance Party, A Taste of Cambridge, a concert with salsa legend Willie Colon, an Arts Fair in Harvard Square, a community parade and the Central Square World's Fair.
- Conducted a Citizen's Opinion Survey in fall 2004 which yielded very positive results. Ratings for most City services continued to improve as compared with prior year surveys. Over 89% of respondents rated "Overall Quality of Life In Cambridge" and "Cambridge As A Place To Live" as good or excellent.
- Collaborated with the MIS Department to develop the Cambridge Request System, a Web-based interdepartmental process that tracks resolution of requests for service.
- The Fire Department hired 19 new Paramedic Firefighters bringing its total complement to 32. This enabled the Department to launch a new advanced life support program that has dramatically improved the City's emergency medical response capabilities.
- Supported citywide advisory committees, including Fresh Pond Advisory Board and the Open Space Committee.
- Purchased streetlights and poles from NSTAR to improve services.
- Coordinated the Outstanding City Employee Awards Program and presented awards to 13 recipients.
- Took over production of the biannual magazine, *The Cambridge Life*, converting it into a municipal publication that features City departments, programs and services and includes a City resource guide. This publication is printed in the spring and the fall.
- The Public Information Officer continued managing and posting City news and information on the homepage of the City's Web site on a daily basis.

- Collaborated with MIS Department to develop E-Line, a Web-based subscription service which enables users to receive information on City services, Construction Updates, City Council Agenda, City calendar, and special alerts, such as snow emergencies, school closings, etc.
- Produced the fall and spring editions of the community newsletter, *CityView*, which was mailed to 48,000 Cambridge households and distributed to over 2,000 City employees.
- Produced the FY04 City of Cambridge Annual Report.

MAJOR CAPITAL PROJECTS

New Public Safety Headquarters: Designer selection process is under way for build-out of the recently purchased shell building at 125 Sixth Street into a state-of-the-art public safety facility. With all new projects, architects will be required to incorporate LEED green building technologies into their design.

West Cambridge Youth and Community Center/VFW: Designer selection process is under way for renovation of the existing VFW building at 688 Huron Ave. into a City-owned Youth and Community Center on the second floor. The first floor space will be renovated and used, via a sale-leaseback agreement, by the VFW.

Main Library Renovation and Expansion Project: Completed design of the Main Library Renovation and Expansion project on Broadway and broke ground for construction in June 2005. The fully renovated building will include a major addition that will preserve the historical integrity of the building and surrounding grounds, while providing increased energy efficiency (in accordance with LEED green building design guidelines) and enhanced pedestrian and vehicular access.

City Hall Renovations: Continued renovating interior offices and common areas.

Sewer Separation and Stormwater Management Projects: Sewer separation and stormwater management projects completed in the past year include the Beacon Street project in the Agassiz community and Harvard Square phase 2 project. The sewer separation aspect of the Cambridgeport Roadways project is essentially complete, as is the construction of new outfalls at Amesbury and Pearl Streets. Construction is ongoing for the sewer separation and stormwater management project in Porter Square. Design of the new stormwater outfall in the Alewife reservation is complete. All of these projects incorporate new technologies designed to reduce flooding, eliminate sewer discharges to our rivers, eliminate/reduce back-up problems and reduce Massachusetts Water Resource Authority charges. Sewer separation is a long-term effort and commitment throughout the City that will continue for many years to come.

Cambridgeport Roadways: Construction of this major roadways project will mitigate traffic impacts of new commercial development in Cambridgeport and should be completed in fall 2005. This project was jointly funded by the City of Cambridge and the Mass. Highway Department.

Roadway Reconstruction and Improvements: Began roadway reconstruction on South Mass. Ave./Lafayette Square, and in Harvard and Porter Squares.

William G. Maher Park and Ecological Restoration of Northeast Sector of Fresh Pond Reservation: The construction bid process is under way for renovation of the Northeast Sector Parks, including William G. Maher Park, in Fresh Pond Reservation. Construction should begin in late fall 2005 on a youth soccer field, community garden, constructed wetland, natural habitat area, and passive recreation pathways.

Squirrel Brand Park: Completed construction of this new park at the former Squirrel Brand factory site on the corner of Broadway and Boardman Streets in Area 4. The park includes new shade and fruit trees, lawn areas, benches, pathways and small play structures adjacent to a reconfigured community garden.

Donnelly Field: Completed renovations to Donnelly Field in Wellington/Harrington neighborhood, which included improvements to Little League and softball fields, an updated tot lot, new turf, bleachers and lighting.

Dana Park: Completed renovation of Dana Park in Cambridgeport, adding new play equipment and water play features, a resurfaced playground, a basketball court and two half courts, and wheelchair accessible sitting areas with game boards.

Lowell School Park: Completed renovation of the Lowell School Park in West Cambridge, converting it from a large active playground to a smaller playground, and adding a passive area with flower gardens and other amenities.

Russell Field: Construction is nearing completion on the Russell Field Renovation Project, which included environmental remediation, renovation of the football field with state-of-the-art artificial turf, renovation of the multi-use field and two little league fields, construction of a new tot lot, improvement of pathways, lighting and parking, and construction of a new field house, with locker rooms, training rooms and a concession area. A \$200,000 grant was awarded to the project by the NFL Grassroots Football Field Program. The playing fields will be ready for use in late August 2005.

Former Mahoney's Site on Memorial Drive: Selected an Architect to design a new City park to be built at this site along the Charles River, once Harvard has completed construction of its underground garage.

Preparation for demolition of 238 Broadway: Demolition of the buildings on this site is scheduled for August 2005, to pave the way for a new park in the Area 4 neighborhood. The design for the park includes closure of a portion of Clark Street, an expanded lawn, a new tot lot with water play features, resurfacing of existing tennis courts, improvements to the community garden and the addition of new plantings and furnishings.

Gold Star Mothers' Pool: The design process for renovations to the bathhouse, including facade improvements, the addition of heated showers, renovation of the changing rooms, addition of a handicap ramp and improved perimeter landscaping is under way, with community involvement in the design planning.

Community Development

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

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

The Department works toward these goals by:

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

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



Construction and renovation of affordable housing continued in neighborhoods throughout the city. On Bolton Street in North Cambridge, six new homeownership units were completed in summer 2005.



The newly renovated Lowell School Park features an open lawn area, a hard surface area with basketball backstops, improved pedestrian and vehicular access, and new site amenities, including a sculptural fountain.

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

Highlights and Accomplishments

- Worked with private developers to create more than 90 new affordable units through the City's Inclusionary Housing Program. Since the inception of the program in 1998, 225 rental and homeownership units have been created in diverse neighborhoods and building types throughout the city.
- Completed park improvements at Lowell School Park, Dana Park, and the Charles Park tot lot. Commenced community design processes for Alden Park/Baldwin School and the Costa Lopez Taylor Park annex, and brought community design process for Gold Star Mothers Park close to completion, with construction scheduled to begin in fall 2005.
- Assisted 10 Cambridge businesses in completing façade improvements by providing technical assistance and matching grants. Facades completed this year included 1369 Coffee House in Inman Square; Giro Studio in East Cambridge; and Tavern in the Square and Wish in Central Square. At the end of FY05, 30 additional projects were in the pipeline for this program, which enhances the character and appeal of the City's commercial districts.
- With the Climate Protection Action Committee, worked with businesses, residents, and the universities on actions to promote renewable energy and energy efficiency. Projects included creation of an energy award for businesses, establishing household ecoteams, holding an Energy Fair, encouraging construction of green buildings, and undertaking initiatives to make City



Storefront improvements at 1369 Cambridge Street were completed this year as part of the City's Façade Improvement Program.

operations more energy efficient. Ten businesses have joined the Energy Star program through the City's recruitment initiative, and a new Climate Leader Program was launched during this year's Go Green Business Awards to encourage organizational commitment to climate protection goals.

CDD DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division is responsible for developing policies and programs to increase and preserve affordable housing in the City. Cambridge has completed the tenth year of its CityHOME Initiative, which was created in collaboration with the Cambridge Affordable Housing Trust. The Trust was supported with an \$8.8 million allocation of funds from the City's Community Preservation Act funding in FY05. A total of \$51.2 million in City funds has been contributed since 1995 to create or preserve over 2,700 affordable units of housing. These resources, combined with Federal CDBG and HOME funds, enable the leveraging of other public and private funding.

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

- Completed the sale of 11 homeownership units to first-time homebuyers. Units were acquired through the City's First-time Homebuyer Financial Assistance Program and resales of previously developed affordable units. More new homeownership units are expected to come online in FY06 under the non-profit housing development and Inclusionary Housing Programs.

- Worked with local non-profit housing developers to facilitate the creation of more than 100 units for households renting or becoming first-time homebuyers in the City. Just A Start completed 13 family-sized rental units at Scouting Way in Area Four, neared completion of 6 homeownership units at Bolton Street, began construction of 8 homeownership units at Rindge Avenue, and acquired a site in North Cambridge on which it will create another 14 homeownership units. In addition, Homeowner's Rehab, Inc. is well under way with construction of 40 rental and homeownership units at Trolley Square, CASCAP moved forward with renovation plans for the North Cambridge VFW (9 units), and the Cambridge Housing Authority embarked upon the second phase of renovations of mixed-income rental units at Lancaster Street (65 units).



Just A Start completed construction at Scouting Way, creating 13 affordable family-sized rental units adjacent to Sennott Park.

- Educated more than 475 Cambridge residents about homeownership and provided direct counseling to more than 160 individuals, increasing homeownership opportunities for Cambridge residents. In addition to homebuyer education classes, special classes were offered on topics including post-purchase homeowner education and multi-family homeownership. Interpreter services are available for each class, and classes are also offered in second languages such as Spanish, Portuguese, and Haitian Creole. In addition, more than 350 people received tenant/landlord mediation services through the City's collaboration with Just A Start.

- Participated in outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Hoops 'N Health, and Riverfest. Conducted several information sessions throughout the year to explain the application process for affordable units produced through City programs.

- Assisted over 30 households through the City's low-interest home improvement loan programs. These loan programs for low and moderate-income homeowners preserve the City's housing stock and help make 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, data/geographic information, and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, managing the City's urban design projects, and providing information and technical assistance to residents, property owners, developers, and neighborhood groups. The Community Planning Division also works with other City departments on planning and design of municipal construction projects to ensure high quality, cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.

- Submitted to the City Council the Concord Alewife Study zoning recommendations, which focus on creating a mixed use district with more housing, encouraging height and density closer to transit, encouraging new infrastructure to provide better access to public transit, improving internal circulation, and addressing stormwater management issues. The Concord Alewife Plan received a Smart Growth Innovation Award from the Massachusetts Office of Commonwealth Development.
- Worked with the Planning Board to submit a zoning petition to address community concerns regarding future development along Massachusetts Avenue between Porter Square and the Cambridge Common. Published neighborhood study update for the Mid-Cambridge neighborhood, and continued the neighborhood study process for Neighborhood 10.
- Worked with representatives from Agassiz Neighborhood, Neighborhood Nine, Lesley University and Harvard University in the Agassiz Working Group to review Harvard University's plans for the Law School.
- Conducted design review of development projects city-wide, including the Smithsonian Astrophysical Observatory at Cambridge Discovery Park, the first two residential buildings at North Point, One First Street, 303 Third Street, and continuing work at Cambridge Research Park. This year, the Planning Board approved a complete set of roadway guidelines and a construction management plan for redevelopment of North Point.
- Completed redesign and launched new Department Web site with enhanced functions and new organization for better access to department services and information. Published updated demographic profile of the City and housing market information based on analysis of the most recent census data, updated open space map set, and completed new zoning map set.

Economic Development Division

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



Graduation Day for the Cambridge Biomedical Careers Program, which prepares students for careers in the biomedical field. Under this city-supported training program, Cambridge residents have obtained employment at area hospitals and life sciences companies.

- Provided assistance to 210 small businesses on a wide range of business matters including site searches, developing business plans, defining capitalization strategies, and market analysis.
- As part of the Best Retail Practices Program, presented two workshops and provided individual consultations to 45 Cambridge retailers interested in merchandising, interior design upgrades, marketing and operational improvements. Provided twelve grants of up to \$5,000 each to assist with the implementation of suggested improvements; recipients included Court House Seafood Restaurant, Teddy Shoes, Boutique Fabulous, and Royal Bengal Restaurant.
- Provided technical assistance to Cambridge business associations and neighborhood organizations for promotional events and membership development, participating in initiatives such as the Fall for Inman Square festival. Continued to collect data to evaluate retail mix in Central Square, Mass. Ave./Porter Square and Inman Square.



Façade improvements, such as those begun this year at Frank's Steakhouse in North Cambridge, help to enhance the character of the retail environment throughout the city.

- Sponsored Financial Literacy courses to educate 29 Cambridge residents on topics such as the importance of savings, budgeting, and credit repair; workshops to support 41 new and existing entrepreneurs; and SOMWBA certification workshops aimed at increasing business for Cambridge companies by creating opportunities to partner with state agencies and business organizations.

- Published and distributed over 750 brochures highlighting the interconnection of biotechnology companies, hospitals, health care and pharmaceutical research organizations, and major educational institutions in Cambridge and promoting the City as a desirable place to do business.

- Supported 30 Cambridge residents enrolled in bio-medical and healthcare training programs through two community-based nonprofits. These programs provide Cambridge residents with opportunities to prepare for jobs in the biomedical field and advance in health care careers. Employers such as Novartis, Transkaryotic Therapeutics, and Massachusetts General Hospital have hired graduates of the biomedical program, and close to a third of the health care career program participants have attained promotions, raises, or new positions in the field.



Renovations to Vellucci Plaza were completed this year as part of the Cambridge Street Corridor Improvements, further enhancing the vitality of the Inman Square commercial district. The plaza features public art by Suzanne Hellmuth and Jock Reynolds, commissioned by the Cambridge Arts Council Public Art Program. [photo: Lillian Hsu]

Environmental and Transportation Planning Division

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

- Construction of roadway and streetscape improvements is well under way at Porter Square and Mass. Ave./Lafayette Square. Planning was completed for improvements in Harvard Square, with construction starting September 2005. Continued design oversight of Cambridgeport Roadways, which will be complete in spring 2006.

- Designed traffic calming improvements for Garden, Raymond at Linnaean, and Clifton Streets and completed construction oversight of projects at Buckingham and Upper Sparks Streets, Cardinal Medeiros Avenue, Cameron Avenue, and



The GoGreen History Bike Tour was one of many events held in May to promote the use of transportation options.

Richdale Avenue. Working with the Town of Belmont, designed Blanchard Road traffic calming improvements. Received Smart Growth Leadership Award from the Massachusetts Office for Commonwealth Development for bicycle and pedestrian program.

- Worked with the MBTA to improve bus service and bus stop amenities, including installation of 34 shelters at high priority bus stops. Continued to review and monitor results of transportation demand management plans for developments subject to the Parking and Transportation Demand Management (PTDM) ordinance.

- Continued marketing efforts for EZ Ride shuttle; ridership grew by 10% during the fiscal year. With 14 private sector partners supporting its operation, business and organization dues will fully fund the service next year.

- Secured \$3 million grant from the U.S. Department of Housing and Urban Development (HUD) to continue the Lead-Safe Cambridge (LSC) program for an additional 3.5 years. Deleaded and preserved the affordability of 43 residential units occupied by low- or moderate-income families, reaching a total of 629 units deleaded since the program began in FY95. Sponsored outreach activities and targeted mailings to educate Cambridge residents about lead hazards and mitigation, making contact with over 5,000 individuals at citywide events. Enhanced the City's workforce development efforts by providing a free four-day deleading training for 14 contractors/supervisors.

Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



Watson Street Community Garden

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

The Commission also assists with the interdepartmental review of Environmental Impact Reports, other state and federal environmental documentation, and permit applications for projects that may impact Cambridge or its water supply. The Commission regularly provides technical assistance to other City departments on natural resources and environmental planning issues, and works with regional, state and federal agencies and community groups to address issues of both short and long-term environmental concern. The Commission also coordinates the 14 community gardens that serve approximately 500 Cambridge gardeners each year. The seven members of the Conservation Commission are appointed by the City Manager to three-year terms, and are served by one permanent staff person.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act, through holding public meetings and hearings, issuance of permits, monitoring of construction activities and issuance of certificates of compliance.
- Served on the Fresh Pond Master Plan Citizen's Advisory Committee. This Committee was established by the City Manager to develop comprehensive plans for the long-term management of the water quality, natural landscapes and recreational resources at Fresh Pond Reservation. The Commission has worked to fulfill the goals of the Fresh Pond Master Plan.

- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) to make the Charles River fishable and swimmable.
- Served on the Tri-Community Flooding Committee with representatives from Arlington, Belmont and Cambridge. The Committee looks at flooding issues in the Alewife Brook and ways to prevent it.
- Administered the Cambridge Community Garden program and distributed informational materials and maps to interested residents and City staff.
- Educated other City departments about the Conservation Commission's permitting process and requirements.
- Coordinated the appropriation and distribution of Community Preservation Act Open Space funds. During FY05 the funds were used to purchase and protect approximately 54 acres in Lincoln, MA within Zone A of the Cambridge Watershed and to fund several projects associated with the high priorities of the Fresh Pond Master Plan.
- Received a \$400,000 Self-Help Grant for the purchase of the land within the Cambridge Watershed.
- Coordinated the meetings and agendas associated with the Riverside Oversight Committee.



Conservation Commission Director Jen Wright presenting to children at Fresh Pond Reservation.

Consumers' Council

Paul Schlaver, Director • 831 Massachusetts Ave., Cambridge • 617.349.6150

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

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

Highlights and Accomplishments

- Published various consumer education articles regarding Cable TV prices; the telemarketing focus on business telephone lines instead of residential numbers due to the Do Not Call list; debt collection problems, and identity theft concerns.
- Presented public forums on consumer issues as part of National Consumer Week at the Main Cambridge Post Office and the Citywide Senior Center; Participated in a Consumer Workshop for 100 consumer professionals at the Boston Federal Reserve Bank for National Consumer Week.
- Offered testimony at the State House on pending consumer legislation regarding identity theft and privacy concerns.

Election Commission

Teresa Neighbor, Director • 51 Inman St., Cambridge • 617.349.4361

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

Highlights and Accomplishments

- Conducted State Primary and State General Elections and implemented important voter reforms mandated by the Help America Vote Act (HAVA), including provisional balloting, ejection of overvotes, and ensuring full accessibility of polling places to persons with disabilities.
- Collaborated with the Cable Office and MIS to report election results on City TV 8 and the City's Web site and distributed results to the media in a timely manner.
- Held hearings after both elections to review and count provisional ballots as mandated by HAVA. In November, after a thorough investigation, 51 out of 261 voters to cast provisional ballots were deemed eligible to have their ballots counted.
- Re-notified all voters of their polling locations, providing maps and election information. Linked to the Commonwealth Web page that identifies polling locations.
- Displayed signage at 15 locations reminding residents to register and vote; posted lawn signs and sandwich boards in the major squares, at subway stations, and announcement stations at major intersections; expanded signage at polls significantly.
- Expanded training for wardens, clerks, and inspectors for both elections to include major changes mandated by HAVA reforms;

added second training session for inspectors in November. Updated training manuals with new procedures; clarified election night closing procedures.

- Invited 90 organizations citywide to participate in two community voter registration training sessions; increased voter registration and education sessions at community events; held sidewalk voter registration sessions in the four major squares and at Cambridgeside Galleria.
- Entered 9,816 new voter registrations between July 1 and the Fall elections; mailed acknowledgement notices in a timely manner; produced voting lists for elections.
- Processed the unprecedented number of 4,319 absentee voter applications for the presidential election in November. Board conducted absentee voting at Designated Health Care Facilities.
- Administered required filing of Statements of Financial Interests under City's Ethics Ordinance with 100% compliance. Online filing capability was maintained.
- Administered year-end Campaign and Political Finance Reporting for School Committee and political committees; posted reports online. (City Council reports are submitted to the State and are available on that Web site.)
- Co-sponsored with Mayor's Special Events Committee a symposium on Proportional Representation during Democratic National Convention in July. Conducted a mini PR Election and Count.
- Conducted 2005 Annual City Census; continued hybrid system of mailing to 43,000 individual households, as well as gathering information on their residents from universities, nursing homes, and managers of multi-units (dwellings of nine or more units).

Electrical

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

The Electrical Department was established to oversee street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The Department provides electrical maintenance and construction services to all City departments, municipal buildings, parks and outdoor recreational areas. In addition, the Department is charged with the installation and repair of communications systems, such as departmental 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 the installation of cables, conduits and equipment installed by utilities and other contractors over and within all public ways.

Highlights and Accomplishments

- Completed electric and communications wiring for the Assessing and Executive Departments and for the new Citywide Conference room; upgraded electrical systems, fire and security systems and telephone and data networks for the relocation of the Main Library; installed local area data networks and telephone wiring for various departments.
- Installed new lighting in Dana and Lowell Street Parks and assisted with lighting for the Russell Field project.
- Connected additional buildings to the City's Fire Alarm System and upgraded cables within the system; also installed emergency call boxes in the Common, Lowell St Park and Dana Park. The Citywide fiber network has been extended to include the First St Parking Garage to allow for an upgrade of parking collection methods, and other enhancements.
- Purchased streetlights from NSTAR Electric in March 2005 and have repaired lights as needed. Launched a re-lamping program in the Area 4 Neighborhood to reduce failures, increase light output and improve public safety. This project will continue in neighborhoods 1, 2, and 3.
- Installed holiday lighting on street trees and temporary trees, and assisted with installation of lighted banners in Harvard and Central Squares.
- Assisted with installation of electrical systems and street lighting for ongoing construction work at North Point, Cambridge Street, Cambridgeport Roadway projects, Yerxa Rd underpass, Porter Square and South Mass. Ave.

Emergency Communications

George Fosque, Director • 489 Broadway, Cambridge • 617.349.6911

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

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

Highlights and Accomplishments

- The Department helped plan and successfully manage security for the Democratic National Convention in Cambridge, Boston, and the region.
- Continued to help coordinate the City's general response to the security requirements of the post 9/11 era including emergency response planning, EOC operations, grant writing for homeland security funding, and interoperability communications development with surrounding communities and metro-area radio networks.
- Supported over 25 computerized systems (most of which require 24-hour continual operation) and installed 10 new applications to support police, fire and ECC personnel.
- Managed tactical communications for major annual events including Head of the Charles, the Fourth of July, and special dignitary visits.
- Assisted in the Fire Department and Pro Ambulance planning and startup of the new citywide Advanced Life Support EMS system offering improved medical response to City residents and visitors.
- Installed 911 Mapping displays and began receiving "Phase 2" 911 caller location information so that 911 cell callers in Cambridge can be located usually within less than 25-50 meters of their actual calling location.
- Assisted the Police Department in several new projects including better tracking of trespass violators, better handling of psychiatric and suicidal callers, and a reduction in false alarms from high-alarm-generating locations.
- Helped organize police, 911, fire, and officials statewide to gain improved training, funding, and equipment in support of 911 centers and dispatchers.

Emergency Management

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

The Cambridge Emergency Management Department is the primary agency in Cambridge charged with planning for disasters and coordinating response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and man-made disasters.

The Emergency Management Department prepares contingency plans for natural disasters and technological hazards. The Department works closely with other City departments and with voluntary agencies to ensure that residents affected by fires or other localized disasters receive the assistance they need.

Highlights and Accomplishments

- The events of September 11, 2001 and other subsequent terrorist events continue to be disturbing to Cambridge and its residents. The Department provides information to Cambridge residents on terrorism and ways to prepare for possible consequences of terrorism.
- Maintained and updated the Department's Web page with emergency preparedness information and links to other resources and agencies that provide information on specific hazards. Also included on this Web page is information on disasters occurring outside of Cambridge that could impact residents, their families and friends.
- Cambridge is home to a number of companies and institutions that present a wide variety of hazards, most of which, are relatively small in scale, but remarkably diverse. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. Facilities with sufficient quantities of hazardous materials are required to report chemical inventories to the City according to the provisions of Title III of the Superfund Amendment and Reauthorization Act (SARA).
- Due to the continuing concern over potential terrorist acts, there has been additional planning and preparedness for special events in the past few years. The Head of the Charles Regatta draws large crowds to Cambridge from all over the world. For the Fourth of July, which also draws very large crowds to both the Boston and Cambridge sides of the Charles River, a staff member was present at the event's Unified Command Center.
- The Department continues to work closely with Cambridge Public Schools on public safety planning.
- This past year, the Department assisted in staffing the Cambridge command post for the 2004 Democratic National Convention.



Fourth of July Command Post.

- The Cambridge Auxiliary Fire Department (CAFD) has 16 members who are supervised and trained by the Cambridge Fire Department. CAFD operates a pumper converted to function as a lighting plant unit. During the past year, CAFD responded to numerous multiple alarm fires in Cambridge and nearby cities and towns and also assisted the Cambridge Police by lighting up emergency scenes.
- The Cambridge Emergency Management Department is jointly responsible, with the Cambridge Police Department, for managing the Cambridge Auxiliary Police Department (CAPD). This group is supervised and trained by the Cambridge Police Department and has developed the capability to respond rapidly to incidents. Volunteer officers are called out to the scenes of fires and major crimes to provide crowd control and free up regular officers for investigation and patrol duties. The CAPD is notable for the long-term dedication of its officers.
- The Director of the Department continued assisting the MEMA Region I staff, in training exercises for the hazards presented by Seabrook Station. This assists the MEMA staff while providing extensive free training for the Director in the functioning of MEMA during a major emergency and facilitates cooperation with MEMA.
- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. Amateur radio operators provide an emergency link to state agencies, which would be available in the event of telecommunications failure.

Finance

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

The Finance Department, under the direction of the Assistant City Manager for Fiscal Affairs, is responsible for the planning, implementation, oversight, integrity and reporting of the City's operating and capital finances. Though the Finance Department oversees the Budget, Assessing, Purchasing, Management Information Systems, and Personnel functions, these departments are located alphabetically in this annual report.

Administration

The Administration Division provides leadership to the operating divisions of the Department and coordinates with other City departments, state and federal regulatory agencies. In addition, the annual independent audit of the City's financial records is budgeted in this division. The audit is performed in accordance with generally accepted accounting principles, and assures potential purchasers of the City's notes and bonds of the City's fiscal soundness; the independent auditor also makes recommendations to improve the City's financial management.



A special presentation was made to Richard Tabors, (formerly president of Tabors Caramanis, which is now a part of CRA International) for his company's contribution of \$15,000 each year for the past five years. Pictured are School Committee member Nancy Walsler, Richard Tabors, Mayor Michael A. Sullivan, City Councillor Brian Murphy and City Councillor Henrietta Davis.

Revenue Collection/Treasury

Claire Spinner, Director of Financial Systems & Operations

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

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

Cash Management is responsible for all of the City's banking, including the banking services contract; identification of all wire

transfers into City bank accounts; investment of City cash; management of the City's trust funds; reconciliation of all cash; timely payment of all debt service obligations; and prompt payment of all approved obligations to vendors and contractors.

Payroll's primary responsibility is the timely weekly payment of approximately 3,000 employees. It is also responsible for: paying federal, state and medicare withholding spending arrangements; health and life insurance; deferred compensation; retirement; MBTA pass purchases; and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes over 10,000 W2s and 1099s.

Highlights and Accomplishments

- In recognition of the City's strong economic and financial condition, received the highest credit rating from the three major credit rating agencies: Fitch IBCA, Inc., Moody's Investor Service, and Standard & Poor's Corporation. Cambridge is one of 12 cities in the nation that has achieved AAA ratings from three independent financial rating agencies. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving the City millions of dollars.
- Issued \$46.1 million in General Obligation Bonds to finance various projects throughout the City, including library construction, street construction, building renovations, sewer reconstruction, open space improvements, Yerxa Road Underpass construction, War Memorial renovations, and the automated water meter reading system. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.39%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 19th consecutive year.
- Increased donations to the City Scholarship Fund by 9%.
- Monitored the collection and disbursement of Community Preservation Act funds. Appropriated/reserved a total of \$35.1 million of CPA funds, of which approximately \$15 million was attributable to state matching funds.
- Increased public awareness of due dates related to various tax billings through use of Web site, Cable TV and Tax Facts Newsletter.
- Implemented investment advisory services, which resulted in increased interest earnings by 20% on funds invested.



The City awarded 27 continuing education scholarships for \$2,500 to Cambridge students.

Fire

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



FFOP (Firefighter on Probation) Nicole Zedalis opens an exterior wall searching for fire as Firefighter William "Bumper" Sullivan looks on. (photo: Lt. Brian Higgins, CFD)

The mission of the Cambridge Fire Department (CFD) 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; to provide defense against terrorist attacks; and to provide a work environment that values cultural diversity and is free of harassment and discrimination.

Charged with protecting the sixth most densely populated city in the country, the Department's area of operation includes four miles of underground subway track in deep bore tunnels, over six miles of riverfront, and more than 100 high-rise buildings and densely constructed wood frame districts. Varied terrain demands varied services; therefore, in addition to fire protection, the Fire Department is trained and equipped to handle emergency medical services, ice, water, and confined-space rescue, and hazardous material incident response.

In addition to emergency services, the Department educates the public in fire safety, inspects and enforces fire codes, reviews plans for new construction or major renovations, monitors officer safety, and conducts fire equipment performance tests.

Although the Fire Department has been a leader in preparing for specialized emergencies, the world issues we now face have resulted in even greater responsibilities. Participation in grant committees and regional collaborations has resulted in successful grant awards to further bolster the Department's and the City's needs. CFD is involved with statewide interoperability communications, regional mutual aid districts, and supplies testimony on various fire related issues to our legislative representatives. The Fire Department's motto is: "Our Family Helping Your Family."

Highlights and Accomplishments

- Received a supplemental Homeland Security Grant of \$53,183 for training and exercises in addition to \$138,180 already received. This grant also funded a large, multi-discipline training exercise in 2004.
- Implemented a new fire detail system to improve billing and collection process.
- Implemented a new Fire Department Tactical Paramedic Service. The Region 4 medical panel approved a model plan for improving Advanced Life Support (ALS) services in the City of Cambridge. The approved system utilizes Firefighter/Paramedics from the Fire Department, working closely with Professional Ambulance, to dramatically improve response capabilities throughout the city. Additional equipment, two new van-style ALS squad units, and newly hired paramedics are now in place. This system delivers faster Advanced Life Support Service to critical medical situations throughout the city. In addition to advanced Emergency Medical Service, Tactical Paramedic Squads provide enhanced homeland security protection to the people of Cambridge. The members are trained and equipped with air sampling devices, radiation meters, thermal imaging cameras, hydraulic rescue tools, chemical protective suits, as well as hand tools, and firefighting and rescue equipment.
- Conducted additional training with two mobile decontamination trailers that are available for deployment throughout the city and to Emergency Rooms at both the Cambridge Hospital and Mount Auburn Hospital. The decon units provide large-scale capacity to decontaminate persons who may have been exposed to chemical or biological agents. Extensive training has been provided to establish protocol, set up locations, and organize practical training sessions at both hospitals, as well as develop simulated training exercises. Training has also been conducted with our surrounding fire departments to provide additional capacity and mutual aid response.
- Received grant funding through Metro Boston Urban Area Security Initiative (UASI) in the amount of \$958,000. These funds provided personal protective gear and respiratory equipment for firefighters and police officers, as well as equipment for public



Hazmat Techs perform decon at Operation Atlas Drill. (photo: Lt. Brian Higgins, CFD)

health, and the Health Department. Funding also serves to cover public safety members' positions to allow attendance at Office of Domestic Preparedness training programs. Over 70 members have attended these out-of-state weeklong advanced Hazmat, chemical weapons, explosive, and radiological programs.

- Hired 19 additional firefighters to replace vacancies from retirements. The new recruit firefighters are unique in that they are all paramedics from the Civil Service list. These members, 2 women and 17 men, are now all Fire Academy trained and nationally certified as Firefighter I/II. They will play an integral part in providing advanced medical life support to our citizens.
- Throughout the year, Fire Department members participated in ongoing fire suppression and emergency medical training. Members also participated in additional technical rescue and homeland security training, including trench-collapse rescue and high-angle rescue, and radiation training. Training by the Hazardous Materials Task Force's and the Rescue Company's many homeland defense technical devices and specialized equipment is continuous throughout the year.
- CFD was awarded a grant from FEMA, Firefighters Assistance Grant Program in the amount of \$139,650. This grant is a 30% matching grant that will fund emergency medical turnout jackets that meet new safety standards. This grant also funds enhancements and upgrades to the two fire-ground radio frequencies used by the Fire Department. The purpose of this grant program is to provide funding for safety related issues that promote the well-being of firefighters in the performance of their duties.
- CFD was awarded a grant from the Commonwealth of Massachusetts Firefighters Equipment Grant in the amount of \$102,000. This grant is being used to replace equipment such as fire hose, extrication power-saws, radio accessories, interoperable radio equipment, and batteries.
- CFD was awarded a grant from the Commonwealth of Massachusetts in the amount of \$10,236 for the continuation of the SAFE (Student Awareness and Fire Education) program. SAFE is taught to elementary school children by certified fire instructors. Cambridge was able to continue this program this year, in spite of the fact that no state funding was allocated.
- Prepared and staffed for the Democratic National Convention (DNC). This high-profile national security event was a challenge on numerous levels. Preparation efforts included staffing and building high level communications systems, providing enhanced medical services and allowing for available deployment of CDC medical resources as needed. A Hazardous Materials Strike Force was assembled in the City and was comprised of local and regional assets available for deployment. Specialized Fire Force Rescue teams were mustered, trained, and equipped to handle tactical rescue events. Fire, police, and other public safety agencies worked together in a teamwork concept to prepare for these types of situations.

Fire Suppression

The Fire Suppression Division's primary responsibilities include prevention and suppression of fires, pre-hospital emergency medical care, and rescue of persons entrapped by building collapse, elevator, vehicle, ice or water accidents. This Division also conducts

annual fire hose tests, pumper service tests, fire hydrant inspections and flow tests, cleans snow and ice from hydrants, and provides hazardous materials incident response.

Fire Prevention

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

Training Division

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

SARA Office

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

Technical Services

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

Fire Investigation Unit

The Fire Investigation Unit investigates the cause and origin of all major fires in the city. The unit, using their training, experience, and expertise, 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

Health

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

Cambridge Public Health Department is a municipal health agency operated by Cambridge Health Alliance through a contract with the City of Cambridge. The Department's mission is to protect the health of Cambridge residents, workers, and visitors. Services include communicable disease prevention and control, school nursing, indoor air quality investigations, hazardous waste site inspections, emergency preparedness, domestic violence prevention, childhood asthma prevention, tobacco control, children's dental health, data analysis, health advocacy, and regulatory enforcement. The Department is advised by the Cambridge Public Health Subcommittee, the Joint Public Health Board, and the City Council's Health and Environment Committee.

Highlights and Accomplishments

Public Health Nursing Program

- Due to the national vaccine shortage, restrictions were placed on who could receive a flu shot in 2004. Staff organized six flu clinics at which they vaccinated 2,550 people. Flu prevention messages were promoted through mailings, Web sites, and the local media.
- The Department co-sponsored a blood drive at The Cambridge Hospital.
- Nurses continued to serve as care managers for patients with active tuberculosis.
- In October, nurses alerted medical providers, parents, and school staff about a potential pertussis outbreak after several Cambridge students were diagnosed with the disease.

School Health Nursing Program

- A vision and hearing coordinator was hired to provide assessments and referrals to Cambridge school children (grades K–9).
- The Department purchased defibrillators, distributed them to the public schools, and trained school staff on their use.
- Staff developed a nutrition program focused on school-based interventions, educational activities, and policy development.

Community Health Programs

- Began developing a campaign to promote healthy weight and physical activity among residents and workers.
- Organized the 5th annual Hunt for Golden Shoes (in collaboration with the Cambridge Arts Council), and co-launched a summer walking program for mothers and children.
- Provided dental screenings to 2,288 children in 14 elementary schools. Among these children, 39% were referred for treatment, of whom 5% required urgent care.
- Piloted an initiative to screen all patients at Cambridge family planning clinics for domestic violence; organized a teen dating violence prevention campaign at CRLS; and trained staff at public housing developments, homeless shelters, hospitals, and schools.
- Produced a report on HIV/AIDS in Cambridge, and convened bimonthly meetings of local HIV/AIDS providers.
- Chaired a new committee of the Cambridge Prevention Coalition focused on prescription drug abuse, including oxycontin.
- Organized a health forum and town meetings concerning gay, lesbian, bisexual, and transgender issues.

- Through its Let's Talk campaign, the Agenda for Children Literacy Initiative distributed 2,013 books to families; organized events attended by 1,019 children and parents; and educated new mothers. Staff also gave multilingual presentations to 195 child-care providers and after-school staff, and co-sponsored the third annual Caring for Babies Forum.

Environmental Health Unit

- Cambridge had the lowest rate of tobacco sales to minors in the state. During inspections of the City's tobacco vendors, the rate of sales to minors was only 3.5%; the state target is 10%.
- Conducted 64 home visits to families of young children with asthma. Provided information about asthma and lead poisoning prevention to residents, housing advocates, and other groups.
- Worked with antipoverty agencies, housing authorities, and landlords on strategies to improve housing conditions for low-income tenants.
- Conducted 21 indoor air quality investigations in homes, schools, and office buildings.
- Worked with public school administrators to pilot an EPA indoor air quality program in five elementary schools.
- Met with residents, businesses, and City leaders to address environmental health concerns at W.R. Grace, Russell Field, the Northpoint development, City playgrounds, the Yerxa Road underpass, and other sites.
- Worked with the Boston Public Health Commission, state officials, and advocates to address regulation of high-risk biocontainment laboratories in Massachusetts.
- Addressed concerns about increased rodent and bed bug activity in Cambridge.
- Licensed 51 biotechnology labs; 55 massage establishments and 215 practitioners; 5 body art establishments and 30 practitioners; and 4 tanning salons.

Emergency Preparedness

- The National Association of County and City Health Officials selected the Cambridge Public Health Department to become an Advanced Practice Center for Emergency Preparedness, as well as a pilot site for a national accreditation program.
- As the lead agent for Massachusetts Public Health Region 4B, the Department received more than \$890,000 in grants in FY05, including \$500,000 for regional preparedness.
- Helped plan and implement Operation Atlas, a large-scale disaster drill originating at Logan Airport.
- Ensured that Alliance hospitals were ready to respond to a major emergency during the Democratic National Convention. This involved training hospital staff, organizing disaster drills, establishing a bioterrorism surveillance system, and activating decontamination units at the hospitals.
- Developed a comprehensive plan for the rapid delivery of medicine and vaccines during a public health emergency. The plan was adopted by all Region 4B health departments.
- Staff epidemiologists monitored emergency department data for unusual activity.

Historical Commission

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

Established in 1963, the Cambridge Historical Commission (CHC) administers one of the oldest and most extensive historic preservation programs in the country, protecting more than 3,500 buildings in two historic districts, five neighborhood conservation districts, and 24 individual landmarks. Staff provides administrative oversight and supports the regulatory activities of the citywide Cambridge Historical Commission and four neighborhood commissions, all of which have volunteer boards made up of Cambridge citizens. In FY05, the commissions reviewed applications for work at over 300 designated properties. CHC reviews demolition applications for buildings over 50 years old that are not in designated districts and can delay demolition of significant buildings in an attempt to find a preservation alternative; about 45 such applications were reviewed in FY05. CHC also manages restoration projects in historic public areas, such as Longfellow Park, the Old Burying Ground, and the Revolutionary-era Fort Washington; maintains monuments such as the bronze statues on and near Cambridge Common; and installs historic markers at sites throughout the city.

Many of the Commission's activities support its broad mission to preserve the diversity of Cambridge's built environment and disseminate information about the architectural and social history of Cambridge. CHC staff meet regularly with property owners, developers, and local groups to explore historic preservation options and offer technical advice on building issues and historic paint colors. Community Preservation Act (CPA) funds have had a significant impact on the City's historic preservation program. In the past, CHC funded Preservation Grants of \$2,000-\$5,000; using CPA funds, the Commission has substantially increased the amount of each grant. In FY05, 7 grants of \$10,000-\$30,000 were awarded to low- and moderate-income owners and affordable housing agencies to preserve the historic character of Cambridge residences. In addition, three grants of \$50,000 were awarded to non-profit organizations for restoration of their historically significant buildings. In May 2005, 12 exceptional historic preservation, restoration, and renovation projects were honored at the annual Historic Preservation Recognition Program.

In FY05, the Commission developed and presented almost 70 educational and informational programs to over 2,000 children and adults. CHC staff assisted over 350 visitors, ranging from academic researchers and amateur genealogists to Cambridge

homeowners interested in the history of their own properties, and responded to almost 2,000 telephone, mail, and e-mail inquiries. The Commission's Web site ranks among the top City departments for number of online visitors. The publication program has expanded to include neighborhood oral histories.

Highlights and Accomplishments

- Encouraged neighborhood preservation and enhancement through design review of several large projects, including 153 and 167 Brattle Street; 14½ and 16 Watson Street; 1 First Street; 19 Ash Street; 42 and 48 Trowbridge Street; 25 Willard Street; 257 Mount Auburn Street; 5 and 7 Sparks Street; and 239 Prospect Street.
- Initiated a study in the Lower Common neighborhood to explore designating this area as a neighborhood conservation district.
- Advised and assisted area preservationists developing a regional response to the Boston Archdiocese's closing of 82 churches. Contributed to the publication of a toolkit, guidelines, and press materials.
- Employed Community Preservation Act (CPA) funds to support the City's affordable housing programs by granting a total of \$181,000 to assist in the exterior restoration of seven buildings; to initiate a new program offering grants totaling \$150,000 to three non-profit organizations that occupy historically or architecturally significant buildings; and to support restoration of City-owned historic structures and landscapes, including Cambridge Public Library, Cambridge Common, and Cambridge Cemetery fence.
- Completed Year One of a three-year project to restore and conserve historic gravestones and monuments in the Old Burying Ground.
- Published *All in the Same Boat: 20th Century Stories of East Cambridge*, the third in a series of Cambridge oral histories. Presenting the daily life of three generations of residents and the experiences of recently arrived immigrants, the book includes interviews with current East Cambridge residents on changing demographics, nearby development, and the impact on the community of national and local events.
- As part of the Historic Cambridge Collaborative (an informal group of non-profit institutions organized to develop public programs that celebrate Cambridge history), helped organize and present the annual Cambridge Discovery Walks on July 2, 2004. Twenty-one free walking tours throughout Cambridge were led by volunteer guides, including CHC staff, and attracted more than 500 participants.
- Helped develop a program and essay contest to celebrate International Women's Day on March 8, 2005. Sponsored by the Cambridge Women's Heritage Project Committee, the program included a reading of essays written by fifth and sixth grade students on women who had exerted a positive influence on their lives.
- Presented the early experiences of Franklin Delano Roosevelt and John Fitzgerald Kennedy (both students at Harvard) and Thomas P. "Tip" O'Neill in a photo exhibit, *Their Cambridge Connection: Three 20th-century Democrats*, on view at City Hall during the Democratic National Convention in 2004.



The stone lion that had been vandalized was placed back in front of the Lombardi Building at 831 Mass. Ave. in Nov. 2004.

Human Rights Commission

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

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of the citizens and visitors of the city. The Commission is mandated to investigate and adjudicate complaints of discrimination in employment, housing, public accommodation and any violations of the Civil Rights Act.

The Commission also educates the public about their rights and responsibilities under the law, advises City administration about issues affecting City departments and provides training to City employees.

Highlights and Accomplishments

- Continued an aggressive Outreach Program in collaboration with various other City agencies. The Outreach Program includes a user-friendly Web site with online complaint forms, brochures in various translated versions, Speakers Bureau information, and a Civil Rights Curriculum. People with a potential complaint of discrimination can now file a preliminary complaint online with the Commission.
- Developed and implemented an electronic-based Fair Housing Curriculum with the cooperation and assistance of the Cambridge Public School Department, aiming at introducing Cambridge high school students to the public rights and responsibilities under Fair Housing Laws.
- Received a Partnership Initiative grant from the U.S. Department of Housing and Urban Development (HUD) to work with the Boston Fair Housing Center to conduct investigatory testing to assist in completing case investigations. Part of the grant is used to hire law school students who demonstrate a strong interest in Civil Rights work for summer internships.
- With a training grant from HUD, trained all Commissioners and staff in mediation. Commissioners are now actively involved in complaint mediation at the Commission.
- Developed a Mediation Internship Program with local area law schools to train law students in mediation for Civil Rights cases.
- Collaborated with Cambridge Commission for Persons with Disabilities and the Law Department to strengthen the Cambridge Human Rights Ordinance by adopting the language of Title III of the Americans with Disabilities Act.
- Sponsored a Ten-Year Anniversary Fair Housing Month Celebration in partnership with the Fair Housing Committee. Over 250 Cambridge students from sixth through eighth grades participated in the annual poster and essay contest.
- Continued to produce a newsletter, which is widely distributed to community organizations, City employees, and the public. The newsletter consists of news of the Commission and legal news in the area of discrimination and Civil Rights.
- Continued to provide training sessions on fair housing and employment discrimination laws to municipal agencies, Cambridge schools and community organizations.

- The Director continued to appear on televised community forums, at community meetings, and on several Governor's Advisory Councils and Boards to address issues relating to discrimination.

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

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

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



At right, Marcela Brown, HUB Director, FHEO with 6th grader Tina Su, 1st Prize winner of the 2005 Fair Housing Poster Contest.

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, as well as consumers of services.

DHSP services provided directly to the community include

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

In addition, the Department brings non-profit and community-based organizations together for planning, coordination, and technical assistance, funding many of these agencies through service contracts. During the past year, the Department began a significant planning effort to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. The Department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and the Committee to Develop a Ten-Year Plan to End Homelessness. The Department continues to promote its online comprehensive resource guide www.cambridgesomervilleresourceguide.com and its companion paper directory to enhance accessibility of services to residents.



Frisoli Youth Center dancers performing at the annual Black History Celebration.

Highlights and Accomplishments

- In collaboration with the City Council's Human Services Committee, the Council on Aging hosted the first annual Senior Town meeting in October in which over 150 seniors participated in workshops and an open forum to share their views and concerns with City Officials.
- Served 60,792 meals at 29 sites throughout the city during the Summer Food Service Program. Meals were served at 9 open sites, including parks, MDC pools, housing developments and at 20 enrolled sites.
- Highlighted the work and services of the Commission for Persons with Disabilities through a Citywide celebration of the 25th Anniversary of the Commission and through a lunchtime Diversity Program featuring adaptive equipment and technology to enhance employability of individuals with disabilities.
- Hosted successful event with community providers and foundation representatives to explore ways to support community-based organizations in challenging fiscal times.
- Twenty-five Community Learning Center students, who were trained as Literacy Ambassadors worked with the Agenda for Children's "Let's Talk" campaign, delivered 68 workshops in five different languages to over 400 students helping them to enhance their literacy skills.
- Through training and professional development, enhanced the capacity of out of school time staff to incorporate children with significant special needs into existing programs.
- 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, the 12th Annual North Cambridge Crime Task Force's Day and Night Out Against Crime, among others.
- Provided parent support and fostered community through a network of parent/child playgroups, family literacy events, and a Caring for Babies Forum.

Highlights and Accomplishments

Office of Workforce Development

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

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



Dance Party & Danehy Park Family Day



Each year, the City Manager's Office coordinates two very popular community events enjoyed by residents of all ages. The **Dance Party** celebrates summer Mass Ave. closes down directly in front of City Hall for a few hours of dancing in the street. **Danehy Park Family Day** held in the fall features arts and crafts, amusement rides, food, music, roving performers, interactive children's stage and more.



Cambridge River Festival

& Summer In The City



The 26th **Cambridge River Festival** returned in June with a renewed focus on community involvement. The festival theme, "Ripple," captured the far-reaching effect that the arts have in enriching daily life in Cambridge. Also revived for 2005 to build excitement for the River Festival was a showcase entitled "Art Up Front." This community-oriented initiative matched regional artists to local businesses to transform storefronts and commercial spaces into exciting visual experiences. **Summer in the City**, presented in Cambridge parks and public spaces, included a lively mix of dance, song, music and puppetry offering a culturally rich learning experience for audiences. These events were presented by the Cambridge Arts Council.



- Through the Cambridge Employment Program, placed 165 residents in jobs.
- For older teens, operated an internship program with Harvard University's clerical union and in collaboration with the Chamber of Commerce, offered ongoing cycles of an intensive six week career exploration program for teens to enhance employability and developed a new Entrepreneurship summer program for teens to introduce them to the concepts of business development.
- Worked closely with community partners to coordinate school to career activities, the Youth Employment Center, the annual private sector Summer Jobs Campaign, and Bunker Hill Community College's Cambridge site.
- Managed contracts with local community-based organizations for employment and training services, including Just-A-Start's Biomedical Training Program.
- Through the Mayor's Summer Youth Employment Program, served 750 youth providing them with summer jobs and increasing participants' skills and employability by expanding career/college readiness activities.

Planning & Development

The Planning & Development Division manages numerous grants to Cambridge human service providers, as well as programs operated directly by the City. This includes federal funds from several sources and City tax dollars. Based on information gathered throughout the year and input from the Human Services Commission, the City attempts to direct resources to areas of greatest need. Division staff also work with other municipal and community agencies in various planning initiatives, including overseeing the Federal Housing and Urban Development's local Continuum of Care which brings to the City and non-profit agencies approximately \$2 million dollars annually to support homelessness services.

- The planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- Distributed a new directory of human services programs to complement the comprehensive online database to improve access to information about services in the community.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of funds that flow through the Division to community agencies. Among the contracted services are: Youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities. During the past year, the Division administered more than \$2.5 million dollars in federal, state and other grants to provide these services.
- Staffed the City's Committee to Develop a 10-year Plan to End Homelessness, bringing together providers, businesses, academics and government officials.

Multi-Service Center For The Homeless

The Multi-Service Center serves the homeless and those at risk of homelessness through direct casework and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional Single Room Occupancy (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. DHSP-staffed programs are complemented by services provided on site by Shelter, Inc., Tri-City Mental Health, the National Student Partnership, North Charles, Shelter Legal Services and CASCAP Representative Payee/Budget Counseling Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 400 individuals in temporary or permanent housing.
- Helped 180 individuals and 375 families maintain their current housing.
- Assisted 125 families in locating new housing.

Cambridge Prevention Coalition

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

- The Coalition received 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.
- Continued a successful server-training program for alcohol servers and sellers.



Arts in the Park at Sennott Park through Cambridgeport Community School.

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 70 training sessions to City departments and local private sector businesses and organizations.
- Responded to over 1,300 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.



Michael Muehe, Executive Director of the Cambridge Commission for Persons with Disabilities welcoming guests at the Commission's Twenty Fifth Anniversary Celebration.



Children performing a play in the King Community School Spring Vacation Camp with Rockets they built.

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, City officials, and representatives of universities, businesses, philanthropic and community organizations. One major undertaking of the Kids' Council is the Agenda for Children, an initiative that brings together different City entities (schools, City departments and the health system) with community-based agencies, businesses and residents to promote the well being of our city's children. The Council oversaw the implementation of action plans to achieve the Agenda for Children initiative's two priority goals: 1) Children and their families will be able to read; and 2) Children and youth will have access to supervised activities in nurturing and safe environments at all times. The Kids' Council spearheaded the adoption by the City of an Inclusion Plan for Inclusion of Individuals with Disabilities in Out of School Time Programs. The Kids' Council's Youth Participation and Planning Initiative completed its Mapping Project on "drug use in Cambridge," sent two Youth Delegations to the National League of Cities Conferences, and continued working on its goal of developing a comprehensive plan to engage young people in civic life.

- Through the Agenda for Children Literacy Initiative, over 900 families were reached through a language development campaign, reading parties, parent child activity events and storytelling.
- Through the Agenda for Children Out of School Time Initiative, over 40 Out of School Time Programs participated in a Resource Partnership to enhance professional development and quality improvement utilizing National School Age Care Alliance Standards.
- Through the Youth Participation and Planning Initiative, a youth delegation was sent to the National League of Cities Conference and 14 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 after-school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run programs such as Summer Arts in the Park, cultural and social family events, including children's performances in music, dance and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge.

- Over 1,100 classes were offered for children and adults along with numerous family and senior trips.
- Offered 90 Arts in the Park events and three performances in conjunction with the Arts Council.
- Served over 800 children through summer camps and collaborated with the School Department to incorporate summer academics in several camps and to provide extended day for summer school sites.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 12th successful Night Out Against Crime, attracting more than 2,000 participants.

Recreation

The Recreation Division is charged with providing quality, affordable and accessible recreational opportunities for Cambridge residents of all ages in well-designed and maintained recreational facilities. Its responsibilities include management of city-wide and neighborhood-based recreation programs and facilities; scheduling of all City parks for athletic uses; and maintenance and management of 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 children's activities at neighborhood parks and playgrounds and the Gold Star Pool, as well as adult softball and basketball leagues. The Division also offers extensive summer and school-year programs for children with special needs, as well as programs for young adults with special needs.

- Successfully managed the 18th Annual CityRun Road Race, which attracted over 700 participants and raised \$16,000 for the Friends of Cambridge Athletics.
- Sponsored 175 youth and 55 adult recreation and swimming classes.

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

The Cambridge Municipal Golf Course at Fresh Pond is in operation from early April through early December and is fully supported by daily fees, membership and league fees. Fresh Pond Golf Course offers a variety of membership and league opportunities, limiting tee times in order to facilitate play for all people. The Golf Course will be implementing the recommendations from the

Fresh Pond Natural Resource Stewardship plan, which will result in the establishment of buffer zones to expand, protect and enhance its natural areas.

- Over 37,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 50 youth this year.
- Assisted in the development and implementation of a variety of charitable golf tournaments for non-profit organizations and agencies.
- In conjunction with the Massachusetts Golf Association and Harvard University, staff offered a weekly off-season youth golf lesson program.



Seniors through the Council on Aging preparing to walk around Fresh Pond as part of the Senior Walk and Brunch.

Council on Aging

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services, and provide meaningful social and recreational options that enhance their lives. At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Substance Abuse Services for Seniors (SASS) program, for example, is a unique program within the Commonwealth, serving seniors who have difficulty with substance abuse or medication misuse. The Division also operates a Senior Shuttle bus that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

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

regularly with staff and provides input.

- Provided over 4,000 information and referral services to seniors.
- Coordinated services such as homemaker, transportation, counseling and meals as well as numerous other social, advocacy, recreational and support services for more than 450 seniors.
- Sponsored several informational sessions for seniors to address the increasingly complex problems of finding health benefits and prescription drug coverage.
- Expanded weekend programs, including yoga and piano classes on Saturdays, in addition to being open on weekends for meals and casual drop in.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 7,300 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 33,000 individual meals were served last year.



Children and staff from the family literacy Evenstart Program, a collaboration between the School Department and the Community Learning Center.



Morse Pre-School children engaged in water play.

Child Care and Family Support Services

The Child Care and Family Support Services Division offers residents the services of 13 Massachusetts Office for Child Care Services licensed childcare programs. School-Age programs focus on socialization skills, community service and building self-esteem, and provide academic support and programmatic linkages with the school day curriculum. Programs are located at the Fletcher-Maynard, Morse, King and Peabody Schools. The Division also provides leadership to the King Open Extended Day Program.

The Pre-School programs offer a developmentally appropriate curriculum focused on the children's interests and abilities. Pre-School programs are located at the Haggerty, King, King Open, Morse, Peabody and Kennedy Schools. Inclusionary practices are strongly supported through collaboration with the Office of Special Education of the Cambridge School Department.

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

Center For Families

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

- Provided information and assistance on finding resources to over 200 families.

- Provided parent education and support groups to more than 200 families.
- Enhanced program accessibility by providing programs in community housing, by offering programs in several languages and by providing on-site child care for parenting groups.

Community Learning Center

The Community Learning Center (CLC) provides Adult Basic Education classes in the following areas: English for Speakers of Other Languages; Citizenship Preparation; Reading, Writing and Math Literacy; GED Preparation; the Adult Diploma Program and the Pre-College Bridge Program.

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

Of the students served each year at the CLC, approximately 200 are from the United States and the remainder come from 70-80 different countries, with over 40 different native languages represented. Approximately 35 percent of the costs of the CLC are supported by City tax dollars, with the remaining funds coming from grants, contracts and private fundraising. These funds have enabled CLC to also provide family literacy programs, outreach and classes for special populations including the homeless, public housing residents and welfare recipients, teacher training, workplace education and the development of public health and civic education curricula.

- Provided adult basic education classes to more than 1,100 adults.



The English For Speakers of Other Language Graduation Speaker, Julia Santiago encourages her classmates to reach for the sky at the Community Learning Center's graduation.



Gately Youth Center members sitting in front of the mural they helped design and paint.

Youth Programs

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

- Successfully completed licensing through the Office of Child Care Services for the pre-teen leadership program, adapting the model to the changing needs of the community.
- Addressing the needs of older teens, expanded the "Leaders in Action" program for 16-18 year olds, focused on leadership development, career awareness and community service, and piloted a new evening teen program model.
- Expanded parent and community volunteer participation in the youth centers and worked with a Citywide Advisory Board to enhance youth center programs.

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 generating substantial revenue from building permits and related fees which reflects the high level of construction activity, valued in excess of \$500 million, in the City in FY05.
- Worked closely with Community Development Department on various zoning issues.

- Continued working with the Public Health and Public Works Departments to address rodent complaints.
- In coordination with the MIS Department, made improvements to the Inspectional Services Department Web site and enhanced the Restaurant Inspection Database. Currently working on developing online services.
- Collaborated with the License Commission, Traffic, Parking, and Transportation and Community Development Departments to improve coordination prior to issuance of significant building permits.
- In coordination with the Assessing and MIS Departments, identified permits by map and lot numbers in support of the decision to use this information as the basis for mapping and referencing properties in the City.
- During the past fiscal year, only two actions by the Department were appealed to the BZA and all were upheld.

Law Department

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

Established by Chapter 2.26 of the Cambridge Municipal Code, the Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts, and in administrative agencies and providing advice and counsel on a wide 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 also furnish legal opinions on a daily basis on matters referred to them by the City Manager, Mayor, City Council, School Committee, and department heads. Attorneys regularly attend meetings of the City Council and its sub-committees, and draft, review and approve a wide range of legal instruments required for the orderly accomplishment of the City's business. Individual members of the legal staff have developed specialization in response to increasingly complex legal considerations associated with municipal issues.

Highlights and Accomplishments

- Continued 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, for example: the Board of Zoning Appeals' grant of special permits for the Northpoint and Riverside projects; the successful defense of a challenge to the City's Historical Commission Ordinance; and the successful defense of a challenge to provisions of the City's Human Rights Commission Ordinance. Other substantial litigation this year included the successful resolu-

tion of several significant public works and public construction cases and a substantial personal injury case. In addition, attorneys have successfully minimized judgments and settlements in negligence cases and contracts actions.

- Collaborated with the Finance Department to enforce collection procedures against delinquent taxpayers.
- Continued outreach and training to departments on legal issues and measures to improve risk analysis and control, and provided multi-department public records training.
- Provided analysis, review, and advice on:
 - Major proposed zoning amendments, including assisting the City Council in resolving Riverside rezoning issues;
 - Cable television license compliance;
 - Large project developments, including Northpoint;
 - Sewer/Storm drain reconstruction and utility infrastructure issues;
 - Truck issues;
 - Contracting issues for major public reconstruction projects;
 - Acquisition and disposition of real estate and layout of public ways, including the acquisition of the new Police Department building and significant open space property for watershed protection in Lincoln, Massachusetts;
 - Numerous legal instruments such as contracts, leases, licenses, easements, and deeds;
 - Environmental review and analysis of many projects;
 - Housing matters, including preservation of long-term affordability in existing housing projects and the development of new affordable housing projects.

Library

Susan Flannery, Director • 359 Broadway, Cambridge • 617.349.4040

CPL by the Numbers in FY05

- 986,501 library materials were loaned out (adults and children's)
- 24,822 new books, compact discs, videos, tapes, and other materials were added to the collection
- 311,799 questions answered
- 66,246 active cardholders
- 572,184 hits to the Library's Web page
- 240,802 incoming and outgoing reserve items processed
- 95,640 public computer sessions
- 2,279 programs presented to 53,112 attendees

Main Library Relocation

For the first time since it opened in 1889, the Main Library closed and moved from its historic building. Much of the year was spent planning for and carrying out the relocation to the Longfellow School at 359 Broadway. A fabulous closing party was held with over 1,000 attendees. Library patrons were invited to contribute to a graffiti wall, music was provided by the Second Line Social Aid and Pleasure Society Brass Band, and all were invited to take one last look at a beloved building that will be dramatically different when it reopens in 2007. One comment on the graffiti wall read, "The nurturing cocoon foment the butterfly cometh. May the next Broadway Central be as loving as this."

While the Library was closed, the staff got the collection ready for relocation, selected 55,000 titles to go into storage until the new library reopens, inventoried and carefully packed the Cambridge historical collection, and cleaned out closets, storage areas, and files. Over the course of two weeks, the entire collection of more than 230,000 items was moved as well as furniture, supplies, and equipment. The Central Square Branch hours were temporarily extended to replicate the Main Library's schedule and use increased 146%. The Boudreau, Valente, and O'Neill Branches experienced a 50% surge in activity as well.

The opening of the Longfellow School as the Cambridge Public Library's temporary site was celebrated with a poetry parade from 449 Broadway to the Longfellow School. A group of citizens, accompanied by City Councilor Brian Murphy, Library Trustees Nancy Woods and Andre Mayer, and library staff read poems by Longfellow as they marched down Broadway in 90+ temperatures. At Longfellow, magician Bonaparte put on a fantastic show, the Second Line Social Aid and Pleasure Society Brass Band entertained while visitors danced, sipped cool drinks, and checked out the new library.

A ceremonial groundbreaking was held at the Main Library to kick off the long-awaited construction phase of the project. Mayor Michael Sullivan and City Manager Robert W. Healy opened the ceremony. Historical Commission Director Charles Sullivan recalled the history of the Main Library and the important contributions of benefactor Frederick H. Rindge. A Hawthorn tree was planted in honor of Mr. Rindge's gift of the library in 1889.

Katherine Paterson

The Friends of the Cambridge Public Library sponsored a visit by Katherine Paterson, two-time winner of the Newbery Award and recipient of the Hans Christian Anderson Award. Ms. Paterson met with students at CRLS, the King School, and the Amigos School. She also lectured at the Cambridge Forum and participated in a roundtable discussion of Faith and Literature for Children and



City officials at the groundbreaking ceremony for the main library expansion project.

Young Adults facilitated by Roger Sutton, Editor in Chief of The Horn Book Magazine with Claudia Highbaugh of Harvard Divinity School and Joan Soble, of the Cambridge Rindge and Latin School.

Chris Van Allsburg

The Cambridge Public Library, the Harvard University Art Museums and the YMCA hosted a visit by Caldecott Award winning illustrator and author Chris Van Allsburg. The Fogg Art Museum celebrated with a variety of activities and an exhibit of Cambridge students' art works inspired by Van Allsburg. A capacity crowd was treated to a slide show and book signing at the YMCA.

Read*To*Learn*To*Read

Six children's librarians collaborated with the School Department on an LSTA grant, Read*To*Learn*To*Read for grades 3-6. Students were introduced to high quality non-fiction and some of the writers and illustrators who produce it. Kathryn Lasky, Andrea Davis Pinkney, Brian Pinkney, Bernie Zubrowski and Stephen Krensky visited the Cambridgeport, Haggerty, Kennedy/Longfellow, King Open, Peabody and Tobin Schools. Public librarians presented book talks at the schools and hosted class visits at various libraries. The Friends of the Library funded a family night with the Pinkneys at the Central Square Branch.

Reading Panda-monium and Stuff

Bamboo, the library's new mascot, was introduced to school children throughout Cambridge and was the star of the 2004 summer reading program for preschoolers to 5th graders. Thanks to support from the Friends of the Cambridge Public Library and the Cambridge Arts Council, libraries hosted workshops presented by the Chinese Culture Connection. These included a Tai Chi demonstration, brush painting, lantern making, as well as Chinese dance and music. In collaboration with RSTA, the library's delivery van was decorated with Reading Panda-Monium decals and early program participants were treated to panda cookies. Once again, the summer reading program was supported by the East Cambridge Savings Bank. STUFF, a reading program for students in middle school and high school supported by the Friends of the Cambridge Public Library, saw participation increase 46%. Over 60,000 children's and young adult books were checked out during the summer reading program.

Cambridge Reads Cover-to-Cover

This year's selection for the citywide reading program was *The Kite Runner* by Khaled Hosseini. Once again the Mayor's Office, the Friends of the Library, the Harvard Book Store, the Cambridge Center for Adult Education, the Cambridge Public Library, and the YMCA sponsored the program. Mr. Hosseini enthralled a capacity crowd of 350 during his visit to Cambridge

Honors

The Massachusetts Library Association presented the Cambridge Public Library with five Public Relations Awards at its annual conference. Cambridge took home first place in three categories: event (Arbuthnot Lecture), merchandise (*Secret Gardens of Cambridge* book), and other (holiday card). The "Children and War" booklist and the 2004 summer reading program, "Reading Panda-monium" each received second place honors.

Literacy volunteer Linda DeLorio was selected as a Volunteer Champion by CMP Media. The Central Square Literacy Program was featured in an insert in *The Boston Herald*.

O'Connell Branch Manager Yan Qu and Main Library Expansion Project Manager Alan Burne were honored as Outstanding City Employees.

PEN New England honored Director of Libraries, Susan Flannery, with its Friend to Writers Award.

Frances Tenenbaum, volunteer coordinator of the Secret Gardens Tour, was inducted into the Garden Writers of America Hall of Fame.

O'Connell Branch

The Channel 5 program, *Chronicle*, featured East Cambridge local artist Alexandra Grenham, who included a visit to the library as part of her weekly routine. In the broadcast, she declared that O'Connell "is the best library" she has ever used.

Valente Branch

Major cosmetic and functional renovations to the building exterior and grounds were completed. The front entrance was revamped with an expansion of the steps and the addition of a ramp and a lovely reading garden. Three cat sculptures/benches by artist Judy McKee were installed in the garden and a grand opening took place in June with a performance by the Underground Railway Theater. These improvements were part of the Cambridge Street improvement, which was managed by the Community Development Department in cooperation with the Arts Council, the Department of Public Works, and the Library.

Central Square

In conjunction with the Artisans' World Arts and Crafts Gallery, the Central Square Branch Library hosted Dr. Gerdes Fleurant, Ph.D. in Caribbean Literature and music, Dr. Jacques George, Ph.D. in Francophone literature, and Paul Nichols, co-author of *The Other Malcolm-Shorty Jarvis*; his memoir in a lecture and music series entitled, "Negritude and the Harlem Renaissance." This program was supported by a grant from the Cambridge Arts Council.



Library patrons write their farewells to the Main library at the grand closing celebration.

For the seventh consecutive year, the Cambridge Public Library in cooperation with the Cambridge Tree Project sponsored a poetry competition for elementary school students. Nearly 600 students from 13 schools submitted entries. Fifty-eight winning poets presented their works to a standing-room-only audience of family, friends, teachers, and other poetry lovers.

Boudreau and Collins Branches

Use at both the Boudreau and Collins Branches increased significantly this year: 21% and 15% respectively.

O'Neill Branch

The Boston Globe featured neighborhood resident, Kenny Manning in an article on how children were going to spend the summer. Kenny's mom said, "I want the library to be one of the places where he hangs." So Kenny and his mom set off to the O'Neill Branch with reporter in tow to spend an hour reading and checking out books. According to his mom, this is on Kenny's daily schedule for the rest of the summer.



Volunteer Jim St. Clair leads neighborhood children in a sing-along at the O'Connell branch.

License Commission

Richard V. Scali, Chairman • 831 Massachusetts Ave, Cambridge • 617.349.6140

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

The front office staff continued to dedicate much of its time renewing and issuing annual and special one-day licenses that accounted for over \$1.97 million in revenue, funding the complete cost of operations for the Commission's office and field staff.

Highlights and Accomplishments

- The Municipal Licensing Association of which the chairman is President, sponsored a meeting in Brockton where the Chairman and Legal Counsel of the Alcoholic Beverages Control Commission updated local licensing authorities about their new training program, forms and legal cases. During the same meeting, the State Lottery Commission and Attorney General's Office reviewed the new regulations on Texas Hold 'em Poker Regulations.

- The second Annual Taste of Cambridge was held at MIT. Of the profits, \$10,000 was donated to Bread and Jams, an organization that helps the homeless of Cambridge. The remainder of the profits were donated to the Cambridge Licensee Advisory Board (CLAB).

- During the first year of the Accessible Cambridge Taxi (ACT) program, only one complaint was received about the service this program provides to the elderly and persons with disabilities. An average of 69 elderly and 38 persons with disabilities are served by this program each month.

- A program was instituted through the cooperation of the License Commission, the Cambridge Prevention Coalition, MIT and CLAB to train all members of 10 MIT fraternities with regards to alcohol service.

Management Info. Systems

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

The Management Information Systems (MIS) Department provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the City. MIS is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resource, 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. MIS is continuously developing and improving the City's Web site, 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, MIS serves as technical consultants to all City departments and provides desktop, network and systems management services.

Highlights and Accomplishments

- Completed field surveys of Cambridge properties and developed a central database that stores up-to-date inventory of surveyed addresses for use with Global Information Systems (GIS) mapping, E-911 services, and updates to the new Asset Management System.

- Launched new Cambridge E-Line service on the City's Web site, which allows the public to sign up for weekly newsletters, publications and alerts to be sent to their e-mail address automatically on topics such as street cleaning, snow emergencies, and school closings.

- Developed and implemented a strategy to detect computer viruses in a way that limited their ability to shutdown the network and allow technical staff to repair damage with the least disturbance to end users.

- Implemented a prototype wireless connection for City users and public access at City Hall, 344 Broadway and the Senior Center at 806 Massachusetts Ave., which allows portable devices to access the Internet.

- Implemented an online search engine that enables visitors to the City's Web site to access and read current restaurant inspection documents for Cambridge.

- Implemented a Permits and License Directory on the City's Web site which allows users to view and print forms and instructions necessary for submission. All Traffic Department and some Fire Department and Finance Department forms can be submitted directly online.

Mayor's Office

Michael A. Sullivan, Mayor • City Hall • 617.349.4321

Mayor Michael A. Sullivan was re-elected to a second term as Mayor of Cambridge in January 2004. He was first elected to the Cambridge City Council in 1993 and is currently serving his twelfth year on the Council. The Mayor chairs both the City Council and the School Committee and regularly serves as the City's ceremonial leader.

Highlights and Accomplishments

- Mayor Sullivan has focused much of his time and efforts promoting literacy initiatives, including the "Let's Talk" Campaign, "Share A Book Anytime Anywhere" Initiative and the Back Pack Express mailing encouraging home based literacy, as well as the City-wide Book Club. To support these initiatives the Mayor read at numerous pre-school programs and invited students to City Hall.
- The Mayor continued with the practice of holding joint City Council and School Committee meetings. He worked with the Superintendent to ensure that the Rindge School for Technical Arts was awarded its certification by the State in 2005. The Mayor promoted arts in the schools through sponsorship of an art contest with winners' works displayed in the Mayor's Office.
- Mayor Sullivan has worked with the Cambridge Housing Authority and City staff to fight state and federal cuts in housing programs and he continues to work with members of the City Council on efforts to establish both affordable and moderate, middle and low income housing for families and individuals. The Mayor chaired the Committee on Homelessness to develop a plan to end chronic homelessness in Cambridge.

Mayor's Goals

- The Mayor is committed to coordinating and facilitating review of public policy issues facing the City, including education, housing, transportation, economic development and employment and use of the Mayor's Office to coordinate the analysis and development of important public policy initiative.
- Mayor Sullivan continues to work with the City Council and the School Committee to reach out to and engage the Cambridge Legislative Delegation at the State House and the Massachusetts Congressional Delegation in Washington, D.C. on important matters facing the City, particularly around funding for housing programs and legislation to provide relief to residential property tax payers.
- The Mayor wants to improve workforce development by continuing to meet with and encourage local employers to provide employment opportunities for Cambridge residents, including successful summer employment opportunities for the City's youth.



Mayor Sullivan joins residents in a line dance at the annual Dance Party in front of City Hall.



Mayor Michael A. Sullivan and staff with the Red Sox World Championship Trophy at the Mayor's Senior Picnic at MIT.



The Mayor participates in a groundbreaking ceremony at Trolley Square, which will add a total of 40 units to the City's affordable housing stock.

Peace Commission

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

Established in 1982 to confront the concerns of nuclear war and promote peace education, the Commission's mission is to broadly address the roots of violence by promoting awareness, policies and programs that affirm diversity and strengthen community within Cambridge and by supporting peacemaking at the personal, neighborhood and citywide level. Dedicated to thinking globally and acting locally, the Commission connects with national and international issues that affect Cambridge. The Commission pays special attention to young people and the schools by collaborating to design responses that address violence prevention and promoting tools, resources, and networking for peace education. The Commission serves as a link and a resource for peace organizations, social justice efforts, anti-violence coalitions, communities and municipal government. Its unique presence in Cambridge City government marks the City for innovative, creative and inclusive approaches that value an engaged, informed, and concerned citizenship.

Highlights and Accomplishments

Addressed violence and promoted peace and justice in schools:

- With the Peaceable Schools Group organized a summer Institute to build multicultural, safe, equitable and democratic classrooms and improve urban school climates leaving no child behind.
- With School staff, City officials and community agencies created educational materials, networking opportunities and programs on multicultural and global awareness including a UN trip.
- Created and distributed materials and supported initiatives on the role of military recruiters.
- Coordinated a staff and leadership team for the Youth Peace and Justice Corps, a model youth leadership project of diverse CRLS students who build skills, relationships, awareness and action for self-esteem, social justice and peace.
- Developed curricula, consultations and a resource library of methods and materials for community building, conflict resolution and peace education.

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

- Chaired the Violence Prevention Task Force of community agencies, School personnel, and Police to share information, address topics on violence, look at restorative justice, and draft policies including school anti-bullying policy and citywide hearing.
- Participated with the Police Executive Research Forum to build relationships with Cambridge neighborhoods.
- Collaborated with neighborhood centers, schools and peace organizations on a public exhibition of U.S. soldiers' boots and Iraqi civilians' names "Eyes Wide Open," an exhibit of Iraqi children's drawings "Shocked and Awed," and educational events with U.S. Iraq war veterans and families.
- Provided support to relatives and friends in the aftermath of the murder of a Cambridge community member last year.
- Promoted Non-Violent Communication as a strategy for dialogue.

- Worked with the Vice-Mayor on a hearing to address the needs and realities of veterans.

Fostered peace in the community by raising awareness, making connections, recognizing peacemakers and building bridges:

- With citizens, school personnel and City staff, organized the annual Holocaust Commemoration evening of music, remembrances and reflections from a Holocaust survivor.
- Organized a large citywide Martin Luther King birthday event with diverse community readers sharing King's messages of justice and peace-making in times of war.
- With neighborhood groups, elderly residents and City agencies sponsored a library forum on dissent, an Underground Railway Theater presentation "State of Grace," a CMAC exhibition, "Still Past Presents" on the legacy of the Korean War and a peace series at Youville House.
- With a planning group created the first Gay, Lesbian, Bisexual, and Transgendered Commission.
- With veterans, women, inter-faith communities, health professionals and educators, produced a series of community statements on the war and trauma for the Cambridge Chronicle.
- Supported the Muslim community in the face of hate speech; connecting communities of faith around suppression of freedoms.
- Celebrated a peacemakers' reunion with a posthumous tribute to Mark Levine and Peggy Schirmer.

Acted locally for global concerns and globally for the community:

- Supported Sister Cities' models of mutual exchange bringing issues of relevance to Cambridge, recognizing local populations.
- Highlighted globalization, strengthening Cambridge/El Salvador relationships through workshops with Latino students, a delegation with Congressional aide, the Vice-mayor, teachers, and youth, video production, report-backs and initiatives to promote human rights and fair trade.
- Created a community staged reading of Guantanamo to address issues of detainees and suppression of civil liberties.
- With the Youth Center and community members created education on Haiti.
- Supported Cambridge's official presence in disarmament forums through Mayors for Peace, nuclear weapons and Non-Proliferation campaigns, producing a video and hosting the national staff person; coordinating a Vice-Mayoral, Peace Commission delegation to the International Peace Messenger City Assembly.

Personnel

Michael Gardner, Director • City Hall • 617.349.4332

The Personnel Department provides services to current and former civil service and non civil service employees. The Department is responsible for a wide variety of functions in support of management and employees, including assisting other City departments with recruitment and selection, employee orientation, classification and pay, personnel policy development and administration, benefits, employee relations and employee development.

Personnel staff administers all insurance, deferred compensation, and workers compensation and other benefit programs sponsored by the City employees. 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 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. The Department is charged with the responsibility of representing the City's interests in collective bargaining with the 10 unions that represent City employees. Support is provided to other City departments with ongoing labor agreement interpretation and administration, including grievance and arbitration representation.

Service to City departments include processing recommendations for personnel actions, maintaining the central computer data base 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 and staff development, and offers tuition reimbursement and both voluntary and mandatory training programs to employees on a variety of topics.

Highlights and Accomplishments

- Conducted an open enrollment for basic and optional life



Participants of the City's Management Mentoring Program.



The Personnel Staff.

insurance, allowing employees to increase their levels of coverage.

- Created and updated documents as a result of several new requirements in the areas of COBRA, HIPAA, USERRA, and Social Security, thus ensuring the City remains in compliance with these regulations.
- Improved the Personnel Department's presence and offerings on the City's Web site, especially on the Common Ground Intranet site.
- Concluded negotiations for collective bargaining agreements with Area Trades Council, IWWA and UAW/Childcare. These contracts lay the groundwork for the future in helping meet some of the challenges of the dramatic growth in the cost of health insurance coverage.
- Negotiated change in City work hours with Teamsters, going forward to provide expanded City hours of operation on Monday nights, coinciding with the evening the City Council meets.
- Developed a 6-month Providing Stellar Customer Service Training Program for participants to maximize their customer service skills and abilities.
- Established an ongoing Management Mentoring Program where participants attend monthly in-services as well as work with a mentor around a chosen project.
- Developed an ongoing advanced Diversity Awareness Training called Valuing Differences. This program is geared towards participants learning about their own assumptions and biases, how biases affect behavior and attitude, benefits of valuing diversity and how to become diversity change agents.
- Collaborated with the Office of Workforce Development (OWD) staff to expand outreach to City of Cambridge applicants who qualify for OWD services.
- Assisted the Police Department in hiring an additional group of already experienced police officers through lateral transfer, with substantial savings in training costs.
- Assisted the Fire Department in hiring large group of experienced firefighter paramedics with substantial savings in training costs.

Police

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

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

The Crime Index is composed of selected offenses used to gauge fluctuations in the overall volume and rate of crime reported to police. The offenses included are the violent crimes of murder, rape, robbery, and aggravated assault; and the property crimes of burglary, larceny, and auto theft. The Crime Index was developed by the Federal Bureau of Investigation's (FBI) Uniform Crime Reporting program to standardize the way in which law enforcement agencies report crime statistics.

The 2004 reported Crime Index totaling 4,319 incidents reported in Cambridge represents the second lowest total recorded in the City in the past 40 years; serious crimes increased 9% when compared with the 2003 numbers. The increase of 350 index crimes in 2004 over last year should be tempered with the knowledge that the 2003 Uniform Crime Reporting number was the lowest figure reported to the FBI since the 1950s. The 9% increase in serious crime in Cambridge in 2004 was driven by a 14% rise in Burglary and an 11% surge in Larcenies. Further analysis indicates that the 7% increase in Robbery was counterbalanced with an 8% decline in Aggravated Assault to produce a 1% decrease in violent crime. For additional information on the 2004 Annual Crime Report and 2005 updates, visit www.cambridgepolice.org.

CPD Division Overviews and Highlights

Leadership Division

The duties and responsibilities of the Office of the Commissioner consist of a number of tasks relative to the effective operation of the Police Department and planning for the future. Investigation of citizen complaints about the conduct of police officers and staff investigations remain the primary responsibilities of the Quality Control Section. However, as the Department strives to improve, this unit conducts various audits of our procedures to test the quality of service that we provide. The Legal Advisor assists the Commissioner with policy and analysis of citation data in order to provide information to the community regarding traffic stops. In addition, the Legal Advisor provides training and compliance monitoring that is conducted in order to ensure accountability. The Public Information Officer provides public relations support, distributes the Department newsletter and acts as a liaison to various outside agencies. The Planning, Budget & Personnel Office's primary responsibility is to support the Commissioner in maintaining sound hiring practices, budget preparation, setting strategy, and planning and reinforcing our system of accountability. The Department's major goals over the next few years will consist of a vision plan for the future that will ultimately improve the quality of service to the citizens and position the Department to obtain long-term goals identified by various stakeholders and improve quality of life for the citizenry of Cambridge.



During the Democratic National Convention, the Cambridge Police Department collaborated with other law enforcement agencies such as Middlesex Sheriff's Office, State Police, FBI, Secret Service and Boston Police to coordinate efforts.

Highlights and Accomplishments

- The Democratic National Convention (DNC), the first presidential nominating convention since 9/11, was held in Boston, MA from July 26 to 29, 2004. The expectations were that 35,000 out-of-towners and \$154.2 million would be pumped into the Boston area economy. Five Cambridge hotels housed delegates. In addition, various media and political dignitaries, including former President Bill Clinton stayed at the Charles Hotel. The Department participated in planning efforts to address any problems that could arise during the DNC, including the closing of major roads. This was the largest departmental undertaking since the riots in the late 60's and early 70's. Officers worked their normal duties, then were assigned security duty beyond their work hours to maintain a safe environment for the citizens and visitors in Cambridge. Bike Officers were assigned as "intelligence gatherers" for the Command Post as well as a quick response team for any group gatherings that were intent upon civil disobedience. The Selective Enforcement Motorcycle Officers were assigned to numerous escorts to and from Boston and the metropolitan area. Their secondary mission was to respond to civil disobedience from small to medium groups. They also served as our first line of defense before deploying the Tactical Patrol Force (TPF). These were extraordinary assignments conducted with precision and professionalism. The Department was able to demonstrate its ability to address any situation through the combined efforts of all of its units.
- The Public Information Officer hosted a weekly show on Cambridge Access Cable that focused on a variety of police related issues, including "Points 4 Safety" pedestrian, motorists and cross-walk safety, bicycle safety, sexual offender registration and notification, police officer examination, crime offender records information and the Annual National Night Out Against Crime.
- The Department successfully hired 31 police officers utilizing three different hiring processes that resulted in obtaining experienced officers with specialized trainings as well as new recruits.

- In the calendar year of 2004, the Cambridge Police Department responded to 104,700 calls for service. There were 104 officer reported incidents of use of force. This is a very low number and when force is used, it typically occurs on the lower end of the force spectrum, involving grabbing or tugging at a suspect in order to apply handcuffs. There were no excessive use of force complaints filed by citizens in 2004.

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 Selective Enforcement/Traffic Unit performs specific assignments relating to truck restrictions, traffic, pedestrians 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 Section 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 as well as transmitting citizen concerns. 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 School Resource Officers (SRO) are assigned to each public school to provide daily contact for students, staff and parents. In addition, the SRO provides crime prevention programs to students and acts as a liaison with the Department on safety issues. The Cambridge Police Department is committed to the

concept of reducing crime through proactive crime prevention and open communication.

Highlights and Accomplishments

- The officers of the uniformed patrol section have been assigned both days and evenings, to all City parks and playgrounds. Those parks that have historically been the site of reported crimes were targeted in particular. This endeavor has been successful as evidenced by the absence of drug and criminal activity overall in these locations.
- The Department held the 3rd Annual Employee and Recognition Awards Program. The event was held at M.I.T Kresge Auditorium. Officer Hector Vicente was named "Officer of the Year" and Detective Joanne McEachern was named "Detective of the Year." Over 75 employees received recognition for their hard work and dedication to the law enforcement profession, the Department and the City.
- The Selective Enforcement Unit and the Patrol Division distributed over 4,000 Points 4 Safety brochures to educate motorists, pedestrians and bicyclists on safety while conducting targeted enforced crosswalk violations; conducted selective traffic enforcement in all areas of the city.
- The Community Relations Section coordinated the Department's 13th Annual Open House. This event is presented in conjunction with the National Law Enforcement Memorial Week. This weeklong event, which includes exhibits, presentations and demonstrations by various units of the Department, provides community members and police officers an opportunity to interact in an extremely positive environment that culminates at week's end with a barbeque and police auction. Awards were presented to two recipients during the Community Appreciation Luncheon.



Members of CPD participate with other local law enforcement agencies in the Hands Across the Charles event.

Mrs. Karen Trainor was recognized for her longevity with the Department as a crossing guard and her continuous support of our youth programs. The Gauthier Family from the Newtowne Variety on Windsor Street also received an award for two generations of dedication and commitment to the Area IV Community.

- The Department is actively engaging youth in the community to participate in programs that are sponsored by the Cambridge Police Department. The Department conducted the 2nd Annual Area IV Youth Academy that has been successful in obtaining youth involvement from the Area IV community and providing an opportunity for youth to see what lies behind crime fighting.

- The Department awarded 31 community mini-block grants whereby funding was utilized by recognized community groups to hold various events, such as neighborhood clean-ups, beautification projects, safety walks and block parties.

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 twice a year along with other specialized training that continues throughout the year. The Major Crime Unit includes all investigative functions of the Department. The Major Crime Unit detectives investigate all serious crimes committed within the City including murder, rape, robbery, aggravated assault, burglary and felony larceny. The Special Investigation Unit is responsible for conducting investigations into violations of Controlled Substance laws as well as pros-



Officer Oswaldo Ortiz with the winning team from the 1st Youth Street ball Tournament for young women at Matignon High School.



Graduates of the Senior Citizen Police Academy held in Spring 2005.

titution and gambling offenses. The Technical Services/Crime Analysis Unit carefully reviews all information--including crime reports, calls for service, arrest reports, and notices from other agencies--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.

Highlights and Accomplishments

- The Domestic Violence Unit investigated over 600 cases and maintained a database of domestic violence incidents in Cambridge to track repeat offenders and brought 65% of domestic assault cases to court. In addition, the Department cleared 241 felony warrants.
- The Crime Analysis Unit published the 2004 Annual Crime Report and Neighborhood and Business District Crime Profiles. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for each neighborhood.
- For the first time in 20 years and for only the second time in 45 years, a murder was not recorded in the City of Cambridge in 2004.

Police Review & Advisory Board

Quoc Tran, Director • 51 Inman St., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (CPRAB) was established by City Ordinance in 1984. The Board has two functions:

- To provide for citizen participation in reviewing Cambridge Police Department policies, practices, and procedures
- To provide a prompt, impartial and fair investigation of complaints of misconduct brought by individuals against Cambridge police officers or complaints brought by departmental employees against the Cambridge Police Department.

The Police Review and Advisory Board consists of five civilian residents of Cambridge appointed by the City Manager.

Highlights and Accomplishments

- Responded to 40 informal complaints, calls and requests for information and provided referral services. At present, 21 complaints have been resolved and five are pending.
- PRAB continues to monitor legislative issues similar to its mission.
- The Director attended various training seminars, community meetings and forums on CPRAB's behalf.
- Continued to work with the City's Law Department to reorganize the Board's investigative procedures to help ensure promptness and impartiality.
- Worked closely with the staff of the Cambridge Human Rights Commission in all phases of investigation, outreach, and referral.
- Continued to work with the Cambridge Police Department's Quality Control Office to foster a mutual working relationship in connection with investigation of complaints and reviewing departmental policies.
- PRAB continues to be a resource for communities exploring civilian oversight options.

Public Works

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

The Cambridge Department of Public Works (DPW) is a full-service organization that provides essential services to residents of Cambridge. Operating within the framework of the City's goals, the DPW provides dependable, high quality, and accessible service maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The Department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response. The Department's responsibilities include:

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

Highlights and Accomplishments

- Administered over \$155 million in capital projects and a \$25 million operating budget.
- Continued an aggressive program to upgrade the vehicles used by the Department. Acquired 10 new vehicles. Each vehicle is equipped with mobile radios, and several with snow plows, allowing for flexible use of the equipment throughout the year.
- Conducted an extensive Safety Training Program including a Safe Driver Program for 10 supervisors and 49 drivers and an Exertion Prevention Training Program for 4 top managers and 56 supervisors and laborers in order to develop a collaborative approach to safe driving and injury prevention.
- Trained 2 employees to obtain a Commercial Drivers License (CDL). Trained another 5 employees to properly drive and operate larger equipment requiring forklift operation. Trained 6 employees on landscape and soils management.
- Trained DPW Engineers on construction procurement procedures and contract administration.
- Provided professional, technical, and safety-training opportunities, which resulted in over 50% of the current DPW workforce attending some form of job training.



City officials and Central Square Business Association members pose with a new sidewalk sweeper at Carl Barron Plaza, to show their commitment to keeping Central Square clean.

- Continued to update the Department's Web site on a weekly basis. Provided timely construction updates through a Construction Information Web site, with links to detailed project overviews. Maintained e-mail distribution lists for major infrastructure projects, in order to provide immediate updates to interested members of the public.
- Implemented the use of biodiesel in over 80 City-owned diesel vehicles, including rubbish packers and school buses. Biodiesel is a clean burning alternative fuel produced from domestic, renewable resources.
- Collaborated with the Massachusetts Institute of Technology to further reduce diesel pollution from our collective fleets and established the Clean Diesel Collaborative for a Healthy Cambridge. Received a grant from the Environmental Protection Agency to retrofit 34 medium to heavy-duty vehicles with advanced pollution control equipment to reduce harmful emissions.
- Implemented an enhanced beautification plan in conjunction with the Democratic National Convention, featuring hanging planters in major city squares, temporary landscaping at Lafayette Square, and completed landscaping at Callinan Square.
- Added another certified arborist to the staff, bringing the department's total to three, and obtained a tree grant to properly inventory all trees in the City of Cambridge with the help of temporary staff and specialized, hand-held calibrating equipment.
- Received the Tree City USA Award for the 13th time and earned a 3rd consecutive special recognition Growth Award for new initiatives and improvements.
- Completed a Master Plan for the most efficient use of land in the Cambridge Cemetery, which will enable the Cemetery to provide new burial facilities to Cambridge citizens for an additional 15-18 years. In addition, cremation options were recommended that can provide space long after full-body interment rights have been sold.

- Completed improvements on Cambridge Street including installation of approximately 6,000 linear feet of new concrete/brick sidewalks, including street lighting, electrical and irrigation systems.

DPW Division Overviews and Highlights

Administration

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

- Hired 3 new laborers and an additional 7 new employees, including a new Carpenter, Plumber, MIS Manager, Recycling Program Manager, Junior Engineer, Sewer Cleaner and Tree Climber. Promoted 12 employees within the Department to more responsible positions.
- Compiled two years of energy use data for 19 public buildings, 55 parks and 19 pump stations, which can be used to analyze energy consumption and plan for efficiency improvements.
- Completed engineering studies of HVAC systems in three municipal buildings with funding assistance from NSTAR Gas. Funding for the recommended improvements has been approved for FY06.
- Provided training and technical assistance in the deployment of a new asset management/customer relations software package (Remedy).
- Continued to provide support for 82 office computers and 15 network printers



The Mayor and DPW staff celebrate Arbor Day 2005 with students at the Haggerty School.

Engineering

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

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

- Working closely with the Massachusetts Water Resources Authority (MWRA), completed the Massachusetts Environmental Policy Act (MEPA) process associated with the construction of a new outfall and constructed wetland along the Alewife Brook as part of the Long Term CSO Control Plan for reducing CSO discharges to the Alewife Brook. Also, the City filed a Notice of Intent (NOI) with the Cambridge Conservation Commission in December 2003 and received an Order of Conditions (after responding to numerous questions and comments) in June 2004.
- Continued construction on the Cambridgeport Roadways Project that includes sewer separation and water distribution system upgrades as well as surface enhancements on Waverly, Sidney and Henry Streets. This project will be substantially completed in late 2005.
- Substantially completed construction of two new stormwater outfalls in the Cambridgeport area. The outfalls are located on Magazine Beach adjacent to the MWRA Cottage Farm facility and at Amesbury Street.
- Completed 75% design submittals for the construction of one further outfall at Amherst Alley off Vassar Street and one cross connection of outfalls across MIT property between Endicott Street and Danforth Street. The provision of new outfalls and cross connected stormwater systems provides the stormwater capacity for the necessary sewer separation upstream and for improvements in drainage and sewer services in the general Cambridgeport area.
- Completed construction of the stormwater management system at Beacon Street, Somerville.
- Completed approximately 90% of the preliminary design work associated with the Area 4 sewer separation and stormwater management system. This project has involved a significant cooperative effort with the Massachusetts Water Resources Authority (MWRA), the City of Somerville, Massachusetts Department of Environmental Protection (MA DEP) and the Environmental Protection Agency (EPA).

- Completed 75% of the design associated with the next phase of stormwater management for Area 4 in the Bishop Allen area which includes stormwater storage and pump facilities in the Bishop Allen Parking lot 6 area and substantially new drainage and sewer lines on Bishop Allen Drive. It also includes connections on Massachusetts Avenue from the South Massachusetts Avenue storm lines to the proposed pumps in the parking lot and the effective elimination of 11 common manholes in the area draining to Bishop Allen at Columbia Street.

- Completed the design of the stormwater management system for the Library extension project on Broadway. This design incorporates a 300,000-gallon stormwater storage tank adjacent to the proposed extension. The stormwater management system will eventually facilitate the connection of a separated Aggasiz area to the Mid Cambridge area without any loss in storm system service in the Mid Cambridge area.

- Completed the design of Phase II of the Fresh Pond Reservation stormwater management project which includes: the management of water levels in Little Fresh Pond so as to better manage flooding throughout the reservation.

- Completed construction of the Bellis Circle stormwater management project.

- Substantially completed reconstruction of Cambridge Street, including streetlights, drainage improvements, ADA compliance, traffic calming and street trees.

- Completed 60% of the Porter Square Improvement Project, which includes roadway and sidewalk improvements to Mass. Ave. (from Upland Rd. to Beech St.), utility and surface improvements on White Street, and the construction of a new plaza and re-configured intersection at Mass. Ave. and Somerville Ave.

- Completed 20% of construction on the South Mass. Ave./Lafayette Square Project, which includes new sidewalks and roadway on Mass. Ave. between Main St. and Memorial Drive, as well as a new plaza and re-configured intersection at Mass. Ave. and Main St. Completed associated drainage improvements in Lafayette Square through other short-term contracts.

- Completed Harvard Square Phase I Drainage Improvements on Mt. Auburn St. (from Eliot St. to Hawthorne St.), which included the re-construction of Eliot Plaza.

- Completed design of the Harvard Square Phase II Drainage Improvements to include work on Church Street, Massachusetts Avenue, Brattle Street, Palmer Street, and in the MBTA tunnel under Brattle and Eliot Streets.

- Completed roadway grind and overlay, sidewalk reconstruction, and traffic calming for Upper Sparks Street, Buckingham Street, Richdale Avenue, Cardinal Medeiros Avenue, Washburne Avenue, Willow Street, Langdon Street, Rutland Street, Wendell Street, Cameron Avenue, Churchill Avenue, Raymond Street, and portions of Huron Avenue and north Mass. Ave.



DPW sidewalk crews repair a concrete sidewalk on Harrington Terrace. In-house crews completed close to 300 such repairs last year.

DPW OPERATIONS

Street Maintenance

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

- Issued over 996 street opening and 635 sidewalk obstruction permits and completed over 1,000 street inspections.

- Completed 346 street repairs, 273 sidewalk repairs, and resurfaced 24 streets.

- Repaired 334 potholes.

- Continued to develop and improve on the Sidewalk Defect Inspection and Repair Program, which involves a prompt evaluation and categorization of sidewalk defects upon identification, and a prioritized response based on the significance of the defect. The Sidewalk Defect Inspection and Repair Program is intended to

prevent trip and fall accidents due to the deterioration of aging sidewalks, expansion of roots, and ground settlements.

- Conducted snow-clearing operations, with an increased emphasis on sidewalks, plazas and bus stops.
- Repaired 300 grave markers in the Veterans section of the Cemetery.
- Responsible for compliance for 29 newspaper publishers with 781 news boxes throughout the city. Violation notices decreased by 35% in FY04.

Street Cleaning

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

- Cleaned approximately 12,000 miles of streets and collected over 6,000 tons of refuse and debris.
- Cleaned Cambridge squares daily, including weekends.
- Swept the streets of all commercial areas of the city either once or twice per month, depending on the number of off days at the end of the month.
- Steam cleaned sidewalks in Harvard and Central Squares and around the Pearl Street Library monthly, and steam cleaned the entire sidewalks in both Squares three times during FY05.
- Performed beautification tasks, such as cleaning tree wells in City squares, steam-cleaning litter baskets throughout the City and removal of promotional fliers and graffiti, on a regular basis.



A new sweeper cleans the newly reconstructed Cambridge Street sidewalks daily.

• Implemented a graffiti removal program with a new graffiti steam cleaning and power washing machine that was instrumental in the completion of over 100 graffiti removal jobs.

• Emptied litter baskets throughout the city, 7 days a week. Emptied Central Square and Harvard Square litter baskets twice a day, 7 days a week.

Sanitation

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

- Collected and disposed of 22,930 tons of household rubbish.
- Continued to improve procedures for collecting "white goods" (appliances, such as refrigerators, stoves, washers, dryers, air conditioners, etc.) that cannot be taken to landfills. On average, five tons of appliances were picked up weekly.
- Conducted three household hazardous waste collection days. The DPW Yard also contains a 300-gallon oil drum, allowing residents to bring in small containers of oil for disposal.
- Enforced the City's Litter Ordinance and issued over 1,100 sanitation-related violation notices.

Recycling

The Recycling Division plans, implements, and maintains cost-effective recycling, toxins reduction, 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 program, a Drop-Off Center, as well as recycling in City buildings, schools, public areas, and at festivals. In addition, the division helps businesses and institutions plan and implement effective recycling and waste reduction programs.

Guided by the Recycling Advisory Committee, the Division works to implement City policies, improve current programs, and expand efforts to meet or exceed the waste reduction and recycling goals outlined in the City's Climate Protection Plan and the MA Solid Waste Master Plan.

- Continued integration of the Recycling & Sanitation Divisions by having the Rubbish/Recycling Supervisor oversee the daily operations of the curbside recycling contract.
- Translated the new Recycling & Trash Guidelines brochure into eight different languages.
- Installed a compactor for cardboard at the Recycling Drop-Off Center to increase tonnage and decrease hauling costs.
- Began pilot partnership with C.J. Mabardy to collect bulky waste such as furniture and mattresses at the curb for recycling during the heavy move in/out season in May and June.
- Received state grant for DEP in-kind staff support to develop

a statewide purchasing cooperative for biodegradable cafeteria products to be able to eliminate the purchase of Styrofoam and plastic products in the public schools and ultimately establish compost collection.

- Re-bid and awarded the five-year curbside recycling contract to FW. Russell & Sons.
- Purchased 100 new “Clear Stream” recycling containers to improve festival recycling throughout the City and reduce fuel use by enabling delivery in a single trip.
- Hosted a meeting with a State Representative with the Recycling Advisory Committee to discuss the proposed updates to the MA bottle bill.
- Distributed nearly 2,700 recycling bins and over 430 recycling totes to residents of Cambridge.



The Recycling Division of DPW conducts education and outreach throughout the year, including at last year's Danehy Park Family Day.

Parks and Urban Forestry

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

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

- The City was one of just five municipalities in the Commonwealth to receive a Tree City USA Growth Award for recognizing innovation in community forestry. For the 13th time overall, the City was designated a Tree City USA.
- Added irrigation systems at DeGuglielmo Plaza and Lopez Playground.

- Continued with year three of a second four-year pruning cycle for City Street Trees in Neighborhoods 6,8, and 9.
- Pruned 750 trees in both the Cambridge Cemetery and in the park parcels of the greater Harvard Square area.
- Completed rubber safety surface repair at seven playgrounds.
- Added a third Certified Arborist as sanctioned by the International Society of Arboriculture (ISA), by virtue of a present staff member passing the ISA exam.

Cambridge Cemetery

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

- Continued upgrading of Cemetery signage: 40 new cast aluminum signs were installed, along roadways.
- Restored 90 headstones.
- Repaired 300 grave markers in the Veterans section of the Cemetery with the help of the Streets Division. This brings the total to 2,000 markers restored.
- Planted 2,500 assorted bulbs and converted the island at Cedar Avenue into a perennial island as part of the beautification program. Planted 4,000 flowers.
- Planted two specimen trees (Elms) and pruned 250 trees throughout the Cemetery.
- Completed the Cemetery Master Plan. This plan will help identify areas that will accommodate added traditional grave space and cremation space. The plan will keep the overall aesthetics of the Cemetery in place while preparing the additional space.
- Continued the process of converting secondary roadways into future grave space. Two roadways (Halycon & Tulip) have been converted and can accommodate approximately 94 graves/188 Interments.



The renovated, historically appropriate Cambridge Cemetery fence, which was funded in part with Community Preservation Act funds.



Tree work is done in advance of the Main Library Expansion Project, including the relocation of a mature beech tree.

Public Building Construction

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

- Completed interior renovations to City Council offices, the Sophie Anastos Conference Room and the City Manager's offices.
- Cleaned ducts at the Cambridge Senior Center, the Law Department in City Hall, and 51 Inman Street.
- Completed the Police Window Project at the Cambridge Police Department. Built steam traps with in-house personnel resulting in a net savings of approximately \$80,000.
- Upgraded the elevator piston at 51 Inman Street.

Building Maintenance

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

- Completed the HVAC project in the office buildings at 831 Massachusetts Avenue.
- Continued to install new and replacement dedication signs throughout the City of Cambridge and created over 50 dedication signs through in-house sign making software and hardware.
- Completed building a new roof on the building that houses the gem cars.
- Continued to build the stages and provide all the necessary equipment for all special events throughout the city.

Building Operations

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

- Changed the cleaning schedule and work shifts of the custodial staff to a full-time, all daytime operation.
- Continued to research, purchase and use environmentally preferred cleaning products, including the HEPA filtered vacuum cleaners currently being used to clean public buildings.
- Assisted with set-up and clean up of approximately 100 City events overall.
- Moved the Cable TV department from the Main Library to 100 Smith Place.
- Delivered several hundred computers from the MIS Department to various City offices.

Vehicle Maintenance

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

- Monitor the biodiesel Program. Biodiesel is a clean burning alternative fuel used in all diesel vehicles and equipment receiving fuel at the DPW yard.
- Generated over 2,400 work orders into the fleet maintenance computerized program with 205 City vehicles having repair and maintenance costs.



The Mayor, City staff, and representatives from MIT accept a grant from the EPA, which will be used to retrofit 34 medium to heavy-duty vehicles with advanced pollution control equipment to reduce harmful emissions.

- Generated over 250 preventative maintenance work orders into the fleet maintenance computerized program resulting in a 25% decrease in emergency work from previous fiscal year.
- Conducted bi-annual inspections of 550 taxis.
- Conducted in-house CDL driver training in preparation of truck and road testing.

Off-Hours

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

- Continued computer training for Off-Hours personnel for computerized customer service request program. Logged in 81 service requests into the computerized work order system.

Sewer Maintenance Division

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

- Cleaned 1,100 catch basins as part of the DPW's continuing effort to institute the best management practices for stormwater management.
- Coordinated the City's program to control mosquito breeding at public owned catch basins. Each of the City's 4,000 catch basins were treated once during the summer of 2004 to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.
- Replaced approximately 650 linear feet of sewer and storm drain mains and installed or replaced 37 catch basins and 9 manholes through Remedial Reconstruction Contract.
- Cleaned approximately 66,000 linear feet of sewer and storm drain mains and televised approximately 82,000 linear feet of mains through the TV Inspection and Cleaning contract.



A plow clears snow from the roadway during one of eighteen storms last winter.



Catch basins are cleaned annually as part of the City's stormwater management program.

- Worked with the Department of Environmental Protection (DEP) and the Environmental Protection Agency (EPA) to ensure full compliance with the Clean Water Act and State Water Quality Standards. Performed routine water quality sampling at storm drains which discharge to the Charles River and Alewife Brook and conduct further investigations when problems are found.
- Completed installation of a Supervisory Control and Data Acquisition (SCADA) system to control the City's remote pumping stations. Monitoring systems have been installed at the Grove Street, New Street, Scott-Holden, Harvard Tunnel and Crescent Street Pumping Stations and the CAM 401B combined sewer overflow. The monitoring system will include the installation of a base control system at the DPW yard.
- Started field investigations and base mapping for the design of Common Manhole Contract 6 in the Normandy Terrace Area. Design is 75 percent complete.
- Managed construction of Common Manhole Removal Contract No. 3 that is 95 percent complete.
- Managed construction of Harvard Square (Phase I)/South Massachusetts Avenue (Phase II) Drainage and Sanitary Improvements, Contract No. 1 which is 100 percent complete.
- Managed construction of the Donnelly Field Site Improvements.
- Managed construction of the Squirrel Brand Park Site Improvements.
- Managed the construction of new drain mains on Sidney Street and South Massachusetts Avenue that will be part of the Bishop Allen Drive area storm water improvements.
- Continued a pilot project to investigate the effectiveness of various odor control methods, particularly from catch basins. Methods under consideration are both structural (such as manhole inserts and catch basin hoods), and chemical (such as different types of deodorizers).

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. Bid announcements are posted on the City's Web site.

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, Waltham, Watertown, and Winchester in a Cooperative Fuel Bid and with the Metropolitan Area Planning Council for office supplies, recycled paper and lamps and ballasts. 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 Offices 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 sub-contractors, are paying their employees the prevailing wage.
- Serving as the repository for Cambridge Responsible Employer Plan certificates, which apply to building and public works projects over \$100,000. General contractors and 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.

Highlights and Accomplishments

- Continued upgrading the Purchasing Department's Web site to become interactive for users and vendors.
- Continued a proactive campaign advocating for the purchase of environmentally preferred products.
- Encouraged all departments under the sound business practice threshold to do business with local and minority owned businesses.
- In collaboration with the MIS Department, implemented a new Purchasing bid and contract tracking system.
- Strategically expanded participation of City departments and the School Department on bids for goods, services and capital projects in an effort to leverage increased volume for better value.
- Collaborated with other members of the Metropolitan Mayor's

Coalition to do cooperative bids for recycled paper, lamps and ballasts and office products, and vehicles.

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.

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

Highlights and Accomplishments

- Printed and bound the FY06 Annual Budget book; printed the Assessors FY05 Commitment Book with leatherette foil stamped cover; printed the Water Department's Annual Water Quality Report; and, printed a "magazine" illustrated by the children in the Morse After School Program.
- Upgraded software on the Print Shop office computer to better handle the changing needs of our customer base.



Purchasing Office Staff.

Schools

Dr. Thomas Fowler-Finn, Superintendent • 159 Thorndike St., Cambridge • 617.349.6494

The Cambridge Public School District (CPSD) continues to focus on its goals of raising achievement for all students, closing the achievement gap, improving the system for evaluation of student learning and personnel, and supporting the high school principal's efforts to strengthen the school's educational community. At the administrative level, CPSD included in its 2005-2006 budget a significant increase in funds for school improvement programs, school supplies, and materials. In the past two years, the school district has reduced administrative positions and reallocated those savings to student learning.

Cambridge Rindge and Latin School

The Cambridge Rindge and Latin School, the City's public high school, continued to improve equity of opportunity for all students. In June, the school gained full accreditation from the New England Association of Schools and Colleges, meaning its teaching staff and instructional programs meet or exceed the independent organization's benchmarks for academic quality. Principal Sybil Knight worked with parents and staff to align the learning expectations and curriculum with the mission of the school. One of the new programs is block scheduling, a college-like schedule system that allows students more instruction time during the school day and the opportunity to enroll in additional elective classes. More than 91 percent of the graduating class of 2005 passed the MCAS test, a six percent increase from 2004. Even more impressive is news that 90 percent of the Class of 2005 fulfilled graduation requirements, a 12 percent improvement from 2004.

The Rindge School of Technical Arts

The Rindge School of Technical Arts (RSTA) earned full approval from the state Department of Education for its vocational technical education programs. State approval means the programs of study offered at the school, as well as the school's academic and vocational curriculum integration plans, meet or exceed state standards. RSTA students can select from eight courses of study: automotive technology, biomedical technology, carpentry, computer programming, culinary arts, electronics, engineering technology, or graphic art and design. Besides acquiring a level of technical skills now in high demand in today's workplace, RSTA students meet all academic requirements of traditional high schools as set forth by the state Department of Education. School officials plan to seek full approval for new programs, including media technology and health careers.

New Science Initiative & Community Support for Teaching Science

The Cambridge Science Initiative features a cutting edge K-12 curriculum, and generates additional support to assure that every student, and every teacher, has exceptional opportunities for additional in-depth science work. Expanding teaching partnerships with university-based scientists, linking school and corporate facilities and exploration, and educating the community, are part of the initiative. Current collaborations include those with MIT, Harvard, Lesley, Draper Labs, and Biogen Idec, which built a community laboratory within their corporation for the work of exceptional students. We've created a unique teacher exchange partnership with the Brevard County (Florida) Public Schools, home of NASA. Novartis, the Whitehead Institute for Biomedical Research, and many other corporate and community organizations are also joining CRLS in these exciting endeavors.

Highlights and Accomplishments

- More than 95 percent of K-8 parents surveyed said Cambridge public schools are a good place for their children to learn. The Family Climate Survey, conducted in the fall of 2004, explored six areas: family involvement, teacher/parent relationships, curriculum and instruction, discipline, social development, and campus safety. Results showed that families believe Cambridge Public Schools to be safe, nurturing environments where families feel welcome to participate in the education of their children.
- Eleven members of the Class of 2005 earned acceptance to Harvard, representing the highest number of a CRLS class to enter the university in school history. Seniors also were accepted at Yale, Stanford, Brown, Columbia, Northwestern, Vermont, George Washington, Vassar, Hamilton, and many other institutions of higher learning.
- CPSD educators continued to garner state and national acclaim for their work. Those honored included Petra Kim, a second grade teacher at the Baldwin School, who was one of seven finalists for Massachusetts Teacher of the Year. Also, the National Association of Special Education Program Administrators presented Title I Director Mary Grassi with a state leadership award. Joseph Petner, Principal of the Haggerty School, received an award from the Federation of Children with Special Needs for his outstanding leadership in classroom inclusion.



Schoolchildren enjoy a story at the Martin Luther King, Jr. School.

Traffic, Parking, Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department is responsible for managing the public right of ways for safe vehicular and non-vehicular use, for allocating through regulation, curb uses and for enforcing and adjudicating these regulations. Its overall goals are to: increase public safety; support the needs of residents, businesses, institutions and other City departments; enhance customer service; and increase efficiency of operations and procedures. The Department includes three divisions: Traffic Control, Parking Control and Supporting Services.

Traffic Control Division

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

Parking Control Division

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

Supporting Services Division

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

Highlights and Accomplishments

Meter Program

- Installed new meter mechanisms in all 2,580 of the City's on-street parking meters.
- Awarded a three-year contract to install multi-space parking meters in the City's public parking lots.
- Painted all housings on Cambridge Street to complement street reconstruction project.
- Added new meters to locations primarily in East Cambridge and University Park.

Parking Garages

- Put out a bid for new revenue/access control equipment and replacement of cashier booths for the City's two parking garages.
- Completed the 1% for public art installation at the Green Street Garage stair tower.
- Replaced Green Street Garage sign and installed a new door on the Pearl Street side.

Pavement Markings

- Installed crosswalks and centerlines throughout the city.
- Created a separate left turn pocket on Mass. Ave. at Walden Street to improve the operation of that intersection.
- Created a left turn pocket and pedestrian refuge island on Concord Ave. at Spinelli Way in response to pedestrian crossing problems at that location.
- Installed 13 new crossings on Cambridge Street.

Signage

- Began a citywide audit and study on the removal of "Snow Emergency" signs (restrictions) on streets where towing would not be needed or is unlikely to occur. Allowing parking on these streets could reduce the number of cars towed on priority streets while still enabling plowing to occur in a timely manner.

Signals

- Improved pedestrian crossings at the following: Cambridge Street @ Antrim Street (new signalized crossing); Third Street @ Binney Street; Broadway @ Ames Street; six intersections on Mass. Avenue from Alewife Brook Parkway to Everett Street (new signal timing); Green Street @ Western Ave. (new signal timing); Huron Avenue @ Aberdeen Road (new signalized crossing).
- Painted traffic signals black at over 30 intersections to conform to the Department's new color choice for traffic signals.
- Coordinated the signals along Prospect Street to more efficiently manage traffic volume.
- Repaired underground damaged conduit at the following locations: Putnam Avenue @ Magazine Street; Main Street @ Windsor Street; Third Street and Binney Street; Broadway and Ames Street

Customer Service

- Produced the 2005 Resident Information Brochure and distributed it with new resident permits.
- Revised the Department's Web site and created online forms for most permits and services.
- Automated correspondence process for parking ticket disputes.
- Numerous customers have utilized the extended Monday evening hours.
- Developed a new database for the street permit operation and began accepting credit card payments from moving van customers.
- Worked with the Police Department to better manage traffic during road closures for the Democratic National Convention. Participated in the Command Center and had staff on call.

Energy Savings

- Replaced lighting in the First Street Garage and the Department's First Street operations office with new energy efficient fixtures.
- Removed three unnecessary flashers for an annual savings of 2,828 KWH and \$293 in electricity costs.
- The LED conversion at 10 intersections on Cambridge Street is estimated to save 49,140 KWH per year on electricity or \$4,300.

Trucks

- Secured permits from Massachusetts Highway Department to ban trucks on Cardinal Medeiros Street and Putnam Avenue.

Enforcement

- Completed planning to implement handheld ticket writing devices.
- Revised the way Parking Control Officers are deployed to enforce sidewalk snow shoveling and ice treatment ordinances.
- Increased the number of violations issued.

Veterans' Services

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

The Department of Veterans' Services (DVS) serves as an advocate for all 8,192 local veterans and their 23,477 dependents. DVS advises clients as to the availability of services, benefits, entitlements and provides financial assistance (M.G.L. C. 115) to needy veterans and their dependents who have served honorably during wartime periods; \$245,000 in assistance was disbursed in Fiscal Year 2005. The cost of this benefit program is reimbursed to the City by the state, one year after payment, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$2.7 million in Federal monies for VA pensions, compensations and benefits during Fiscal Year 2005. The department assists veterans and their families in processing applications for Federal Veterans' Affairs claims for disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. Staff also assisted pensioners with their annual Veterans' Affairs financial Eligibility Verification Reports and applications for local Property Tax Abatements/ Exemptions.

Highlights and Accomplishments

Implemented an initiative to register all Cambridge World War II veterans in the Washington, D.C. WWII Registry.

In conjunction with the Election Commission, sent 67,000 Veterans' Census survey forms to Cambridge's households to identify all living and deceased veterans.

In conjunction with the United States Army, participated in the 230th Observance of the birthday of the U.S. Army June 14 on the Cambridge Common.

Assisted veterans and/or their spouses in applying for the Prescription Advantage Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients in FY05.

Successfully managed a 5% increase in the number clients served. Continued to minimize M.G.L.Chapter 115 expenditures (veterans' benefits) by aggressively procuring federal benefits, third party reimbursements and improving case management.

Implemented revised changes in policies and procedures, pursuant to CMR 108 (Massachusetts Veterans Benefits Laws and Regulations) effective January 2005.

Assisted veterans and/or their spouses in applying for the Mass. Health Insurance Program. The Commonwealth of Massachusetts mandated this program for all eligible recipients effective upon their enrollment in the Veterans' Benefits program.

Successfully managed a 5% increase in the number clients served. Continued to minimize M.G.L.Chapter 115 expenditures (veterans' benefits) by aggressively procuring federal benefits, third party reimbursements and improving case management.

Continued to enhance the Department's Web site to provide quality, up-to-date information to veterans and their families.



U.S. Army Birthday June 14, 2005 Cambridge Common - The Old Guard Fife & Drum Corps.



Patriot's Day 2005 General William Dawes (Reenactor) addressing audience.



2005 Memorial Day Parade - Cambridge Little League - Central Division.

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 102,000 permanent residents. The Department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the Department. The CWD is regulated by Federal and State drinking water codes and is comprised of five major divisions: Administration/Business, Engineering and Program Development, Water Quality and Treatment Operations, Transmission and Distribution and Watershed Protection. The Departments' responsibilities include:

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

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

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

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

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

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

Removal of lead water services wherever possible;

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

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

All of the operating, capital and debt services relating to the Cambridge Water Department are financed by the sale of water. An increasing water rate structure serves to promote water conservation by means of a progressive pricing schedule that raises the cost of water in blocks of higher consumption;

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

Highlights and Accomplishments

- Produced over 5.3 billion gallons of high quality potable water to serve the City's needs.
- Developed a Cambridge watershed land acquisition strategy and purchased 16 acres of high priority open space adjacent to Stony Brook in Lincoln using Community Preservation Act (CPA) funding; received a \$400,000 State Self Help Grant and as a side added an additional 38 acres of conservation restricted land in our watershed.
- Maintained laboratory certification through periodic performance evaluations and DEP inspections.
- Processed 385 permits relating to the City water system.
- Provided over 75 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.
- Initiated the installation of the Automatic Meter Reading (AMR) program. This 2-year program will allow for daily reads of water meters to virtually eliminate estimated readings. It will also enable us to provide improved customer service. We have transitioned over 6,700 accounts to the AMR system of which 3,300, included meter replacements.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, to instill uniformity of work practices and to promote and sustain a diverse work place.
- Produced and distributed the second in-house Consumer Confidence Report for calendar year 2004 to all Cambridge water users.
- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.

Administration/Business Division

This division is responsible for human resource management, labor relations, training, budgeting, fiscal affairs, procurement, policy development, meter reading operations, water use billing and customer service. It also performs quality control inspections



Cambridge schoolchildren joyfully participate in a lively experiment *Will it Float?* at the Water Week Open House.

for leaks, faulty meter registrations, damaged meters and illegal water connections.

- Managed \$16.1 million in revenues from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal services and processing of quarterly water and sewer bills for the 14,900 metered accounts in Cambridge and made payments to hundreds of vendors and contractors.

Engineering and Program Development

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

- Provided design services for approximately 2,000 linear feet of water main replacement in Second Street.
- Completed taking over responsibility (from Distribution Division) for reviewing and issuing permit applications for most water works construction projects, including all proposed ductile iron pipe work as well as projects involving multiple water services.
- Reviewed several projects that were either in the planning stage or under design, including Yerxa Road, Walden Street Bridge, North Point Development, Rindge Avenue, various Harvard University developments, South Massachusetts Avenue/Lafayette Square.
- Managed the bi-annual leak detection survey throughout the city, which resulted in the discovery and repair of 34 leaks (6-water main, 19-hydrant, 4-water service and 5-valve).
- Continued to update the Geographical Information Systems (GIS) Mapping relating to water distribution system maps from 1996; incorporated as-built drawing information of new water mains on various City streets, the total of which is 56,000 linear feet and have included associated major water services, hydrants and valves; created the first set of "electronic" distribution system maps in GIS.
- Performed 6,176 backflow device inspections and surveyed 20 establishments for potential cross connections to the public water supply.
- Coordinated with MIT and Harvard on the removal of potential drinking water cross connections in their facilities.
- Updated the long range capital improvement plan (5, 10 & 20-year) for the entire water system.
- Issued 320 permits (36 backflow device installations, 219 fire pumps and 19 hydrant use, 6 construction water use and 40 water main/service installations).



Jim Rita and Ed Dowling stop to explain a finer point in the water purification process to a group of Cambridge schoolchildren.

Water Quality and Treatment Operations

This division is responsible for treatment plant and laboratory operations. State-of-the-art treatment processes and control systems have been incorporated into this facility to ensure the continued compliance with current and future water quality regulations.

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

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

- Continued optimization of the water treatment plant processes and plant maintenance to further enhance water quality and manage operational costs.
- Continuing laboratory performance evaluation activities to maintain DEP certifications.
- Performed over 56,000 water quality tests in the watershed, treatment facility and distribution system to ensure that the highest possible water quality is delivered to the city.

Transmission and Distribution

This division is responsible for the maintenance, installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 190 miles of water mains ranging in size from 4 to 63 inches in diameter. There are over 1,750 fire hydrants, 4,450 main valves, 18,300 valve boxes and 14,900 services within the water system.

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

A coordinated effort continues with the Department of Public Works (DPW) in connection with our ongoing rehabilitation of the water distribution system and the DPW's sewer separation endeavors. Water infrastructure improvements will be performed in conjunction with the sewer separation 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 foreseeable work into a City construction project. Additionally, this coordination effort extends to other utilities performing work in the public way such as gas, electric, telephone and cable TV.

- Replaced 23 fire hydrants, repaired 105 leaks and performed 2,391 utility markouts.



City Manager Robert W. Healy, Assistant City Solicitor Nancy Glowa, William Constable, President of the Lincoln Land Conservation Trust, Chip Norton, WaterShed Manager, and Geoff McGean, Executive Director of Rural Land Foundation, at the acquisition ceremony of the "Harrington site," a 17-acre undeveloped woodland along Stony Brook in Lincoln, MA. This project will help protect the City's drinking water supply.

- Replaced and rehabilitated approximately 5,180 linear feet of water mains.
- Eliminated 106 of the 2,839 lead services targeted for replacement.
- Issued/signed off on 65 permits (56 construction and 9 demolition).
- Installed/replaced 1 irrigation supply line to a City Park.

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

- Completed the final design of the Northeast Sector Restoration Project (partially CPA funded) and the Little Fresh Pond Shoreline Stabilization Projects (CPA funded), as well as, the schematic design of the Kingsley Park Soil Stabilization Project (CPA funded).
- Completed the Department of Environmental Protection (DEP) Source Water Protection Maps (8 of them), the design guidelines for site furnishings and signage at Fresh Pond Reservation and implemented a pilot for them, the 3rd year of the "wooley adelgid control" for the Kingsley Park hemlock trees and the installation of the stabilized aggregate path.
- Completed the fifth year of the Source Water Quality Monitoring Program, per U.S. Geological Survey (USGS) standards, that includes all tributaries and reservoirs in the water supply network.
- Completed the second year of both the biennial Source Water Resources Assessment and the Black's Nook Purple Loosestrife Eradication Pilot Projects.
- Maintained the watershed (up-country) hazardous material response program that included materials response equipment facilities network and updating of the operating procedures.
- Continued the implementation of forest and landscape management/maintenance plans and contract for Fresh Pond Reservation and the "up-country" watershed lands.
- Reviewed and monitored over 60 development and site remediation projects throughout the reservoir watersheds.

Weights & Measures

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

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

The Department seals or condemns devices tested, and performs such work in accordance with state laws and regulations and municipal ordinances, subject to review through reports and periodic checks by the State Division of Standards. The Department inspects prepackaged food and merchandise to ensure compliance with weight, measurement and count requirements, and for proper labeling. This office investigates complaints on measuring

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

Highlights and Accomplishments

- Increased outreach to business owners on local and state regulations and compliance.
- Responded in a timely fashion to consumer complaints as well as provided education about compliance guidelines.

Women's Commission

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

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

Highlights and Accomplishments

- **Report on the Status of Women and Girls in Cambridge:** Began a comprehensive analysis of the status of women and girls in the city using census and other data. Supervised a Kennedy School of Government student to develop a prototype of the report with key indicators and conducted 25 interviews with community stakeholders to determine the scope and uses of the information.
- **Economic Justice and Support Services:** Concluded the first two sessions of workshops by and for low-income women affected by depression and stress as part of the program, *Reaching Out About Depression (ROAD)*. Worked with an advisory group to evaluate the effectiveness of *ROAD*. Coordinated the Kitchen Table Conversations Group, a weekly support/action group for women and children living in public housing who have been affected by state and national welfare reform policies.
- **Safety Awareness and Training:** Presented three different programs for pre-teen and teenage girls and their trusted female adults with Girls’ LEAP a program founded in Cambridge and located at Wellesley College. Collaborated with the Cambridge Rindge and Latin School’s STARS (Students Teaching About Respect) peer leaders and Girls’ LEAP to strengthen awareness of personal and community safety strategies. A Girls’ LEAP workshop was offered at Woman-to-Woman, a health fair for teen

girls. The Commission sponsored a 6-week session of Girls’ LEAP at the Cambridge YWCA for pre-teen and teenage girls and their guardians with the Police Department’s Rape Aggression Defense Program.

- **Women’s Arts and Heritage Project:** In collaboration with the Cambridge Arts Council (CAC), approved the final design of “*Filament/Firmament*,” a major public art installation for the Cambridge Public Library honoring the contributions of women to the life of the city. Elements of the installation were exhibited at the CAC Gallery in June 2005. Initiated a committee to guide fundraising to complete the artwork and professional catalog as well as an interactive Web site containing a database of Cambridge women’s history and a curriculum for students and adults. In collaboration with the Historical Commission, coordinated an essay contest for 5th and 6th graders with an awards program on International Women’s Day March 8, 2005.
- **Domestic Violence:** Collaborated on workshops for public housing managers. Worked with the Cambridge Health Alliance on protocols and practices to enhance domestic violence screening skills for health care providers. Coordinated monthly meetings of the Domestic Violence Task Force that brings together all agencies and individuals working to prevent domestic violence and support those affected by it.
- **Young Women:** Coordinated Woman-to-Woman, a day of health and fitness activities for high school girls at Cambridge Rindge and Latin School. Coordinated the 9th annual Fifth Grade Girls’ Sports Day at MIT with daylong sports and recreation clinics for every fifth grade girl in the Cambridge Public Schools to encourage a commitment to healthy physical activity. Collaborated with the Cambridge YWCA on several new after-school and summer programs for elementary and teenage girls.
- **Elder Women:** The director is a member of coordinating committees for the Older Women’s League and a State House Social Security Summit.

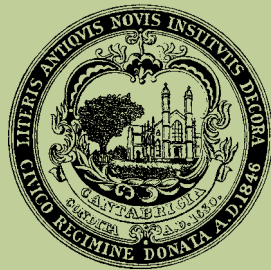
About the City's Seal

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



cambridge cemetery

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Vice Mayor Marjorie C. Decker
Councillor Henrietta Davis
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Councillor David P. Maher
Councillor Brian Murphy
Councillor Kenneth E. Reeves
Councillor E. Denise Simmons
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