





## City of Cambridge FY19 Annual Report

With over 113,000 people located within a 6.4 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality, and technological innovation. Located across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community, with 28% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.



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## MESSAGE FROM THE CITY MANAGER

A strength of this City is the way in which departments, leadership, and staff work collaboratively with our elected officials. Our team works diligently to accomplish the policies established by the City Council and provide the day-to-day services that are important to our community. It is because of their efforts that the City receives high levels of satisfaction on our biennial resident surveys. I appreciate the work that every employee does and the dedication that they show to the people of Cambridge.

As City Manager, I will always look for ways to improve our operations, efficiency, customer service, and outreach, and seek to build upon the many initiatives underway in the City. In our FY19 Annual Report, you will learn about the many accomplishments achieved this year and you will see our City programs are focusing on supporting and improving the quality of life of our residents and the economic vitality of the city.

No City in the Commonwealth is as committed to affordable housing as Cambridge is, and this year the Cambridge Affordable Housing Trust celebrated its 30<sup>th</sup> anniversary. The Trust has worked to shape housing programs and policies, purchase buildings for affordable housing developments, and provide funding that preserves or creates affordable housing in Cambridge. Through FY19, the City has appropriated a total of \$190

million for affordable housing initiatives, and I am proud that our FY20 budget will provide over \$20 million (a 50% increase over the FY19 level) of direct funding to support the Affordable Housing Trust's work.



Photo: Kyle Klein

In April 2019, following a collaborative process with the bicycling community, the City Council adopted the Cycling Safety Ordinance, which solidifies the City's commitment to improving its bicycle network. The ordinance mandates that when a street is rebuilt through the Five-Year Sidewalk and Street Reconstruction plan, separated bicycle lanes will be included on those streets identified for separation in the Cambridge Bicycle Plan.

I have lived and worked in Cambridge my entire life, and I know first-hand that we all benefit from ensuring diversity is a common goal. I want to make sure that our neighborhoods, schools, and our entire City workforce,

including our public safety agencies, reflect the diversity of the community we serve. In FY19, the City's Equity and Inclusion Training Initiatives focused on learning opportunities related to identity awareness, structural racism, and leadership expectations. Additionally, we initiated a new project to help increase our workforce diversity, and to promote, advance, and enhance equitable and inclusive employment practices at all levels within the City. Cambridge is, and will always remain, a welcoming City for all.

Our public safety agencies are second to none and we are working hard to expand outreach and methods to encourage Cambridge residents to pursue careers in police, fire, and emergency communications. One such effort underway is the reestablished Police Cadet Program that began this year. The two-year program, that targets residents ages 18-23, offers on-the-job and classroom training. Cadets will gain valuable insight and learn about Cambridge Police daily operations and work culture by rotating through various units and sections, and by participating in community policing activities. To support this initiative, I included \$1 million in the FY20 budget for the Police Cadet Program.

In December 2018, I hosted the first-ever City Manager's Port Action Forum in The Port, which invited residents to meet City leaders, learn about projects in the area, obtain City services, such as flu shots, resident parking stickers, and job counseling, learn about programs, such as fuel assistance, and share their thoughts and concerns.

Through the Participatory Budgeting process, we again enabled residents to have a say on how the City will spend \$925,000 of its Capital Budget on projects to improve Cambridge. This program allows the City to directly engage residents in our financial process. In FY19, over 6,849 residents voted to select the winning projects.

As someone who spent the last 37 years working on maintaining the City's financial stability, I am proud that for the past 19 years, we have been awarded a AAA bond rating from the three major rating agencies. This achievement – which is a team effort between the City Council and the administration – allows the City to invest more money in capital projects, like new schools and



*2019 City Scholarship Recipients. In May 2019, the City awarded 77 scholarships of \$3,000 each. Since 1993, 1,029 scholarships totaling \$2.4 million have been awarded.*

improvements to our streets and neighborhoods, because of our access to low-interest rates, while still controlling property taxes.

Finally, it is a great honor for me to be able to lead this City that I love. The City Council has been a true partner with the administration. Their leadership on policy issues and their dedication to the residents of Cambridge ensures City Government is responsive to the needs of the community.

I hope that you will take the time to read about the remarkable work that is being done by the City. As always, you are welcome to send me your feedback or ideas by calling my office at 617-349-4300 or emailing me at [citymanager@cambridgema.gov](mailto:citymanager@cambridgema.gov).

*Louis DiPasquale*

## ABOUT THE CITY COUNCIL

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



### 2018-19 Cambridge City Council

*(Front Row): Dennis J. Carlone, E. Denise Simmons, Vice Mayor Jan Devereux, Sumbul Siddiqui, Alanna M. Mallon. Back Row: Timothy J. Toomey, Jr., Quinton Y. Zondervan, Mayor Marc C. McGovern, Craig A. Kelley.*

Every two years, the City Council is elected at-large by the proportional representation electoral process. The City Council elects a Mayor and a Vice Mayor.

### City Council Goals:

- GOAL 1: Increase access to affordable housing for all income groups.
- GOAL 2: Ensure that Cambridge offers economic and educational opportunity to all.
- GOAL 3: Deepen our commitment to sustainable use of energy and strengthen our capacity for resilience.
- GOAL 4: Expand and deepen community engagement.
- GOAL 5: Develop more proactive, inclusive, and transparent City planning processes.
- GOAL 6: Make it easy to move safely through the City, especially by sustainable modes of transportation.
- GOAL 7: Increase opportunities for all residents to enjoy the City's open spaces.
- GOAL 8: Ensure that Cambridge remains an Innovation Hub that integrates businesses of all sizes into a thriving ecosystem.
- GOAL 9: Improve Council's capacity to collaborate more effectively, make better decisions, and increase its accountability to the public.
- GOAL 10: Ensure City's budget allocates resources responsibly and responsively.
- GOAL 11: Ensure Public Safety efforts reflect current and emerging challenges and opportunities in a way that incorporates Cambridge's core values.
- GOAL 12: Eliminate Bias within the City workplace and wider community.

Learn more at [CambridgeMA.Gov/CityCouncil](https://CambridgeMA.Gov/CityCouncil).

## ACCESS TO AFFORDABLE HOUSING FOR ALL INCOME GROUPS

Creating and Preserving Affordable Housing remains the top priority for the City's leadership and addressing affordability is a critical strategy in maintaining the diversity of our city. In the most recent Resident Survey, conducted in September 2018, 35% of respondents also ranked Affordable Housing as the single most important issue facing Cambridge today.

### Affordable Housing Trust Celebrates 30 Years

This year marked the 30<sup>th</sup> anniversary of the Cambridge Affordable Housing Trust. From the end of rent control in the mid-1990s, to the real estate boom of the early-2000s, to the affordable housing crisis currently challenging our city and the greater Boston region, the Trust has worked to shape housing programs and policies, purchase buildings for affordable housing developments, and provide funding that preserves and creates affordable housing for low- and moderate-income families in Cambridge.



The City's commitment to providing resources to the Trust has been unparalleled since its establishment. Beginning with direct appropriations to the Trust in its early years, consistent annual appropriations of the maximum amount of Community Preservation Act (CPA) funds, increased and expanded Incentive Zoning provisions to increase private contributions, and, most recently, significant annual funding commitments from the City's budget, City resources continue to enhance the Trust's efforts to support affordable housing providers in efforts to create new affordable housing, preserve existing affordable housing that is at-risk due to expiring affordability restrictions, rehabilitate multi-family housing, and offer financial assistance to first-time homebuyers.

The FY20 budget includes a capital allocation of \$4.725 million funded by building permit revenue to support the Affordable Housing Trust. Additionally, the FY20 budget, for the first time since the adoption of the CPA in 2001, also includes \$5 million of direct support through property tax revenues. These investments, combined with CPA funds of \$10.4 million, will provide over \$20 million (a 50% increase over the FY19 level) of direct financial support to the Affordable Housing Trust to create and preserve affordable housing in Cambridge. Through FY19, the City has appropriated a total of \$190 million for affordable housing initiatives to date.

To date, the City has also been able to leverage its CPA funding to secure commitments for \$500 million from others for affordable housing efforts.

### FY19 Affordable Housing Highlights

- Over 4,000 affordable units were completed or preserved with City assistance to date.
- Housed over 145 individuals and/or families in inclusionary rental housing in FY19; over 625 individuals and/or families have been housed in last five years.
- Assisted 20 new buyers in purchasing City-assisted affordable homes through the City's Homebuyer Program; over 75 new buyers purchased affordable homes in last five years.
- Cambridge Housing Authority completed revitalization of 104 affordable units at Jefferson Park using CPA funds.
- Preservation of 61 units at the Close Building was completed; work continued to preserve affordability of 504 units at Fresh Pond Apartments.
- Completed reconstruction of 50 York Street where 16 new affordable units were created to replace homes lost in the 2016 Wellington-Harrington fire.
- Cambridge Historical Commission awarded nine CPA-funded historic preservation grants totaling over \$275,000 to local affordable housing agencies and income-eligible homeowners to assist with exterior restoration of their properties. Grant recipients included: Just-A-Start for restoration of the slate roof at 17 Boardman Street, a significant 2-family house on the Squirrel Brand site; Cambridge



Community Housing Inc. for exterior renovation of a 1903 wood frame building at 37 Union Street; and Homeowner's Rehab for exterior improvements to an 1853 house at 289 Rindge Avenue.

- Cambridge Human Rights Commission and the Community Development Department/Housing Division hosted the third annual Fair and Affordable Housing Open House, which included panel discussions on housing resources and services, housing finance, legal resources, housing search and housing discrimination laws.

### FY20 Affordable Housing Projects in the Works

- **Concord Highlands (Cambridge Highlands).** 98 units of mixed-income affordable rental housing will be completed on Concord Ave., the largest new affordable housing effort in more than 30 years.

- **Squirrelwood (The Port).** 23 new affordable rental units are under construction.
- **Frost Terrace (Porter Square).** Construction will begin in FY20 on 40 new units of affordable rental housing.
- **2072 Mass Ave.** Planning will begin for redevelopment of this property as affordable housing.

**HUD Continuum of Care.** The City's Department of Human Service Programs (DHSP) manages the HUD (U.S. Department of Housing & Urban Development) Continuum of Care bringing in over \$4.7 million in housing and support services for individuals and families experiencing homelessness. The funds are subcontracted to Cambridge nonprofit agencies that deliver the services. During the most recent funding cycle, Cambridge was awarded funds for two new rapid rehousing projects providing case management, time-limited rental assistance, and stabilization services to youth through the AIDS Action Committee and to survivors of domestic violence through Transition House and Just a Start.

**The City's Winter Warming Center,** operated by BayCove in partnership with Windsor House, expanded in its second year to be open the entire winter season. The Warming Center was designed to be a welcoming and accessible temporary night shelter for those who are homeless and may not be welcome at or wish to utilize other available services. This winter, the Center provided shelter to 589 different individuals. The majority of guests were males, ages of 45-54.



*Concord Avenue housing.*

**Housing Homeless Veterans.** The Veterans' Services Department found housing for 14 of 15 homeless veterans through weekly outreach efforts to help resolve challenges these individuals were facing, and by working with state and federal agencies to help address their respective needs related to substance abuse, food insecurity, job placement, clothing, healthcare, and legal expenses.

**Consolidated Spending on Housing & Homelessness.** In FY20, the City will invest \$32.5 million to fund affordable housing and homelessness efforts. This comprehensive approach will help direct new resources to build on existing programs and expand assistance to address more immediate needs, as well as longer-term holistic strategies for affordable housing today and for decades to come.

## INVESTING IN OUR COMMUNITY

Cambridge's commitment to investing in infrastructure, such as schools and other municipal buildings that provide community services, has been an important priority for the City administration.

The 273,000 square foot **King Open/Cambridge Street Upper Schools & Community Complex** (shown below), scheduled to open in September 2019, will be the City's first significant Net Zero emissions building, and the second of three school complexes the City is constructing. The **Dr. Martin Luther King, Jr. Lower School and Putnam Avenue Upper School Project**, which opened in December 2015, earned LEED® Platinum certification in July 2018. LEED (Leadership in Energy and Environmental Design) provides third-party verification that a building was designed and built using strategies to improve environmental performance. The community process for the **Tobin Montessori and Vassal Lane Upper Schools Project** is underway. This project will provide new



Photo: Malcolm Clark

facilities for Special Start and the City's preschool and after school programs. In total, the City is investing over \$500 million in these 3 new school facilities.

Prudent fiscal management, the financial policies adopted by the City Council, and our **AAA bond rating** enable the City to finance major capital projects at lower interest rates, saving our taxpayers millions of dollars.

**Water Main Replacement.** The Water Department completed over 11,300 feet (2.1 miles) of water main replacement, including Maple Ave., Gray Gardens East, Huron Ave. and Franklin St.

**Watertown-Cambridge Greenway Project.** Construction is underway for this project, which will complete the important regional connection linking the Charlies River path system and the Minuteman Bikeway.

**Inman Square Intersection Improvements.** Construction is underway on improvements to safety and transit operations for Inman Square, while maximizing quality and experience of pedestrian plaza space, and providing parking and loading functions.

**The Port Improvements.** The City's assessment on climate change vulnerability has shown the risk of flooding is increasing, as the impacts of climate change lead to more frequent and intense rainfall events. The Port neighborhood is susceptible to the impact of flooding, especially properties with basement spaces and first levels at lower elevations. The Port Infrastructure Improvement Project is a \$35 million investment in the construction of water, sewer, drainage, and street and sidewalk improvements.



Photo: Kyle Klein

**Building Staff Capacity.** In FY19, 25 full-time positions were added to support the growth in City programs, including six in the Police Department and two who will work on affordable housing initiatives. The City is committed to creating environments that support Equity and Inclusion for its employees and residents. The City's Equity and Inclusion Training Initiatives this past year have focused on learning opportunities related to identity awareness, structural racism, and leadership expectations. In April 2019, the City's Office of Equity & Inclusion, in collaboration with the Personnel Department and assisted by a diverse group of nationally recognized consultants, launched **Diversity, Equity, and Inclusion: A Workforce Plan for Recruitment, Hiring, and Promotion (RHP) project**. This project is intended to help the City increase its overall workforce diversity and promote, advance, and enhance equitable and inclusive employment practices at all levels of the City's workforce through its RHP policies and procedures. The RHP project will kick

off with a comprehensive review and needs assessment of every City department through a diversity, equity, and inclusion lens. Initial results will be compiled in a trend analysis report to help us develop a sustainable and measurable RHP plan.

**Community Benefits Program.** In an effort to help individuals and families most vulnerable and at-risk and to address unmet needs, the City is directly supporting nonprofit partners through the Community Benefits Fund, which utilizes funding from developers, received through zoning amendments or other agreements. The four local nonprofit partnerships that will each receive \$30,000 planning grants include: **The Port Arise Institute** (Community Art Center, Margaret Fuller Neighborhood House, Tutoring Plus); **The Family Stability Project** (De Novo, Cambridge Economic Opportunity Commission, Transition House); **The Strengthening Families Together Project** (Cambridge Community Center, Agassiz Baldwin Community, East End House); and **The Partnership led by the Just-A-Start Corporation** (Just-A-Start, Cambridge Family & Children Services, Cambridge Health Alliance, Cambridge Housing Authority, and Institute for Health & Recovery).

**Mental Health and/or Substance Abuse Services.** Data from the citywide needs assessment placed the demand for mental health services in the top tier. Subsequently, the City reallocated Community Development Block Grant monies to allow for \$90,000 in new grants to be awarded to four community agencies to add additional mental health and/or substance abuse services for existing participants.

## FOSTERING COMMUNITY & NEIGHBORHOOD VITALITY

Cambridge remains committed to being a welcoming and inclusive community, connecting with its residents and helping them connect with each other, and also helping individuals and families overcome barriers to accessing the resources and services they need.

**Free Breakfast.** Hunger can be an impediment to learning and development. Many families face food insecurity but do not qualify for free lunch. In October 2018, City and School administrators, working with the City Council and School Committee, established a free breakfast program for all children enrolled in City Preschools and in Cambridge Public Schools. This change affected over 3,200 Cambridge children who are now guaranteed to start their day with a full belly.

**2019 Summer Food Program Expansion.** The City increased funding for the Summer Food Program, which helps ensure that children age 18 and under in low-income



areas receive nutritious meals during the summer when schools are closed. The expansion included evening meals for 300 youth at summer basketball leagues, Screen on the Green movie nights, and at some Book Bike events.

**Arts in the Park.** Community Schools sponsored numerous neighborhood and family events in school buildings and parks, as well as events for seniors who may be isolated in different neighborhoods. Community Schools also offered daily Arts in the Park programming during the summer at seven parks, with activities such as dance, storytelling and magic performances by local artists.

**Summer Movies and Concerts.** In addition to Screen on the Green movie nights, Cambridge Recreation also hosted Tuesday evening concerts at Danehy Park, in collaboration with Club Passim.

**STEAM It Up Event.** Each year, the STEAM Initiative hosts a STEAM It Up event at a different upper school to bring families together for hands-on STEAM-related activities offered by business, educational, and community partners. In October 2018, the Science and Math Coordinators for Cambridge Public Schools participated in the event to meet with families who wanted to know more about their child's curriculum.

**Meet Your Neighbor Day.** In September 2018, Cambridge Peace Commission launched the second annual Meet Your Neighbor Day, an innovative approach to fostering community and neighborhood vitality. The event encouraged residents to come together through



neighborhood events and partnerships with local businesses and community agencies. More than 20 activities took place across the city, including block parties, picnics, concerts, neighborhood discussions, and park clean-up efforts. The citywide initiative helped build connections and community among people who might not meet otherwise.

**Gender Identity Public Accommodations Training.** Cambridge Human Rights Commission, in collaboration with the City's LGBTQ+ Commission, provided a free training to local businesses, arts organizations, and other places of public accommodation in June 2019 on "Gender Identity and the Law: Public Accommodations Training." The training included information on gender neutral restrooms and a person's right to choose a restroom based upon their gender identity, and helped clarify the current law and best practices for accommodating all customers.

**Celebrating Cambridge History.** Cambridge Historical Commission helped residents and visitors celebrate the city's rich history by offering free walks, talks, and tours.

Events included a pop-up library and history quiz; Tales from the Archive on photographic portraits in City Hall; a book talk International Women's Day with the author of *Massachusetts in the Woman Suffrage Movement*; and the annual Open Archives Week, which included special tours of seven repositories.

**Preservation Awards.** In May, outstanding local historic preservation projects were honored at the Cambridge Preservation Awards, held at Pentecostal Tabernacle, 56 Magazine Street. This building was celebrated for the restoration of its shingled façade and for its collection of handsome stained-glass windows, both of which were supported by Preservation grants.



**Play Area Renovations at Amigos and Morse Schools were completed.** The renovations incorporated an innovative linear play structure to capitalize on limited space.

### EXPANDING COMMUNITY ENGAGEMENT

The Department of Human Service Programs (DHSP) and Cambridge Police Department conducted a door-to-door outreach campaign this past spring to over 1,000 residents in public housing developments. The purpose of this effort was to share information about City programs and give residents the opportunity to ask questions.

DHSP’s Community Engagement Team (CET) organized a series of networking/training events to help Cambridge agencies increase their knowledge of underserved communities; learn about additional resources for their clients; share successful outreach techniques and practices; and teach specific information about cultural beliefs and barriers that might affect potential clients’ access to programming. This year, training topics included the housing landscape in Cambridge, family engagement best practices with the Family Policy Council, and community health assessment highlights with Cambridge Public Health Department. CET also provided its Making Connections community engagement training to over 30 City and community staff this year to further our outreach efforts in the community.

**Outreach to Immigrant Communities.** The Commission on Immigrant Rights & Citizenship (CIRC), through its Immigrant Services Liaison, reached out to immigrants in Cambridge, in places where they live and gather, with information and resources about City services, including housing, the Legal Screening Clinic, English classes, social services, citizenship classes, extracurricular and summer activities for children, and school, pre-school,

and after-school programs. CIRC also partnered with the Cambridge Human Rights Commission (CHRC) to provide outreach tabling at several City events. The natural collaboration between the two commissions enables the community to learn about legal rights and helpful resources. As part of Immigrant Heritage Month, CIRC also partnered with the Cambridge Public Library to host Salvadoran poet Javier Zamora for readings from his new collection *Unaccompanied*.

**Immigrant Legal Screening Clinics.** In collaboration with De Novo (formerly Community Legal Services and Counseling Center, CIRC provided free, monthly Immigrant Legal Screening Clinics that included a half hour of free, legal advice on immigration concerns from experienced immigration attorneys, including referral to a no-cost, low-cost or fee-for-service immigration legal service provider, as appropriate. Childcare was also provided at the clinics, through the Center for Families.



### FY19 Community Engagement Highlights:

- Over 6,849 Cambridge residents voted to decide how to spend \$925,000 on capital projects to improve the community as part of the City's fifth Participatory Budgeting Process.
- The City Manager hosted the first-ever **Port Action Forum** in The Port neighborhood inviting residents to meet City leaders, learn about projects and programs, obtain City services, such as flu shots, resident parking stickers, and job counseling, and share thoughts and concerns.
- **Community Bike Workshops** were conducted for 450+ participants.
- "**Science in the City**" brought together 28 City groups to offer hands-on activities to Cambridge youth as part of Cambridge Science Festival.
- **Climate Preparedness Week** helped raise awareness about impacts of climate change, the City's preparedness efforts, and actions we can all take.
- **Cambridge Public Library (CPL)** hosted public forums and an online process to engage the community in its strategic planning process for the next 3-5 years.
- **CPL and Cambridge Public Schools** registered 2,100 children for the 2018 Summer Reading program.
- Cambridge hosted a communal pledge event and workshop for the **Start by Believing Campaign** which commits to believing survivors of sexual assault when they first disclose abuse or assault.



*Envision Cambridge also engaged our younger residents.*

**Envision Cambridge Citywide Plan Completed.** The citywide plan's third and final year culminated in the development of measurable indicators and targets to track progress toward goals for the plan's recommended key focus areas of housing, economy, climate, environment, mobility, urban form, and community wellbeing. Envision Cambridge produced an action plan that identified short, medium, and long-term actions to guide implementation. In tandem with the citywide plan, the Alewife Plan was also completed.

The City worked closely with residents and stakeholders to develop a community vision for a sustainable, resilient, and connected mixed-use district that creates economic opportunity. Envision Cambridge worked with DHSP's CET to connect with over 5,000 community members from various backgrounds. Following their success, the Community Development Department plans to establish a new Community Engagement Team to broaden community outreach for planning initiatives and better reach underserved communities.

## SUPPORTING YOUTH, FAMILIES, SENIORS & VETERANS

The City of Cambridge is committed to serving all sectors of the community through its array of Human Service Programs and through collaborations with other agencies that can help us address the gap of unmet needs. The **Center for Families** opened a new family space (shown below) at 51 Inman Street, providing residents with young children the opportunity to connect to staff, resources, and other families. The Center also enhanced its services and spaces for families with infants to be more welcoming to individuals of all identities.

**Healthier Snacks and Meals.** The Department of Human Service Programs (DHSP) allocated new funding this year to support healthier snacks and meals, more educational field trips, and more book giveaways in its preschool and afterschool programs to better support low income families. The Community School Programs continued to provide a strong program in visual and performing arts for children and expanded STEAM programming in the summer and school year.

**Agenda for Children Middle School Network Expansion.** The Agenda for Children expanded supports to middle school students and their families who need help connecting to services and programs. In FY19, the City funded two full-time liaisons who split their time between the schools and youth centers and were able to connect deeply with young people to support their growth.

**Cambridge Youth Programs** rolled out new Values as part of their overall strategic planning process that included Fostering Growth and Transformation, Honoring

Youth, Building Community, Embracing Energy, Living Social Justice, and Facilitating Fun. The Five Strategic Goals for Teen Programs are to Foster Youth Leadership Development, Build Partnerships, Create Intentional Rites of Passage, Identify Staff Development Opportunities, and Prepare Young People for the Future. The Youth Programs also expanded their Teen Internship Programs.

**Cambridge Recreation Academic Support.** Cambridge Recreation developed a study hall to ensure members of the 6th, 7th, and 8th grade Pride Basketball teams were supported academically and partnered with the Pain is Life program to educate players about health, fitness, and nutrition.

The **Mayor's Summer Youth Employment Program (MSYEP)** provided over 1,000 teens with paid work experience and career awareness activities last summer.



**Early Literacy.** To support parents in talking and reading with young children, the Agenda for Children Literacy Initiative's Let's Talk program distributed 9,394 children's books to families; made home and maternity ward visits to 716 families with young children; and led 42 workshops for parents and child care providers.

**Family Literacy Program.** The Community Learning Center (CLC) provided 13 immigrant parents with opportunities to improve their English and grammar skills and learn about ways to support their children's literacy development. The Family Literacy program is a partnership between CLC, Cambridge Public Schools (Peabody Elementary School in North Cambridge) and the Center for Families.

**Fatherhood.** To support fathers in taking an active role in parenting, the Cambridge Dads program hosted 15 family events for 230 fathers and 357 children; launched a 13-week "Nurturing Fathers" workshop series; hosted Cambridge Dads Talk discussion group; and surveyed 266 fathers to better understand their needs. Cambridge Dads is a partnership of the Agenda for Children Literacy Initiative and the Center for Families.

**Elder Abuse Awareness.** Older adults are disproportionately underserved when it comes to mental health issues and this often contributes to elder abuse or neglect. In June, Cambridge Council on Aging (COA) hosted a forum on mitigating elder abuse, as part of a month-long awareness campaign. Purple ribbons and educational materials were distributed to 1,500 people.



**Supporting Veterans.** The 3<sup>rd</sup> annual Servicemembers and Veterans Appreciation Week celebrated local veterans and the new designation of the City of Cambridge as a nationally recognized Purple Heart City. The Veterans' Services Department improved its benefits administration process by converting to digital submission of documents to federal agencies. This in turn, reduced the amount of time for benefits to be processed and also helped veterans qualify for more programs.



Your online resource for activities,  
services, and resources in Cambridge.

## ENSURING EDUCATIONAL OPPORTUNITY

Collaboration between the City and Cambridge Public Schools (CPS) on several initiatives has been key to helping ensure access to educational opportunity for all. Steam initiatives continued to support, foster, and engage in quality learning experiences for all, regardless of economic and/or social barriers.

**Birth to 3<sup>rd</sup> Grade Partnership.** The approach of the Birth to Third Grade Partnership (B-3) between the City's Department of Human Service Programs (DHSP) and CPS has emerged as a promising model for equity-driven efforts aimed at expanding access for all to high quality early childhood programming, which can lay a strong neurological foundation for future learning. In 2019, 55 low income children were awarded scholarships to high quality community pre-schools enrolled in the Quality Improvement Initiative of the B-3 Partnership. In 2019, 10 family-based providers were added to the Quality Initiative.

**Engaging Families as Partners.** This year, CPS expanded its efforts to reach more deeply into its diverse community of families by adding Family Liaisons among to its Upper Schools faculty and through two initiatives aimed at families who might not otherwise have been reached. Family liaisons presented Mind Matters workshops in English and Spanish to 140 families. CPS also partnered with DHSP's Community Engagement Team to provide School in the U.S. workshops to 100 families from immigrant communities.

Cambridge Public Schools completed year two of its District Plan, which outlines a vision of rigorous, joyful, and culturally responsive learning and personalized support, leading to post-secondary success and engaged community members.

**Social-Emotional Learning (SEL).** Another priority in the CPS District Plan is improving schools' responsiveness to the social, emotional, and behavioral needs of students. Accomplishments in this area included development of trainings and toolboxes that support faculty, staff, and families to embrace an aligned SEL Framework. A second social worker was added as a district-wide resource, and the Lead SEL Teacher conducted trainings in trauma informed classroom practices that reached 50 new teachers and 31 continuing teachers. Additionally, 20 Assistant Principals and School Operations Managers participated in suicide prevention training.



**Inclusion Initiative.** The inclusion of children with disabilities is a priority for the City. The City’s Inclusion Specialist serves as the first point of contact for families seeking to enroll their child into a DHSP program such as Community Schools, Youth Programs, Childcare, King Open Extended Day and Recreation Programs. City staff receive specialized training in how best to structure their programs to be inclusive in specific methods such as Positive Behavior Support and De-escalation. At CPS, the District Plan also addressed its widest achievement gap – the academic disparity between students with disabilities and/or special needs and their non-disabled peers. Systems put in place to improve inclusive practices in schools and departments included expanded professional learning for school and district administrators. Additionally, the Office of Student Services expanded to provide inclusion personnel serving 7 elementary schools, all Upper Schools, and the early childhood and post-high school programs for students with disabilities.

**City Scholarship Program.** This year, the City awarded 77 scholarships of \$3,000 each for a total \$231,000 to Cambridge high school seniors and others pursuing higher education. Since the program’s inception in 1993, the City has awarded 1,029 scholarships totaling \$2.4 million.

**Professional Learning in Cultural Proficiency.** Education research confirms that nationwide, patterns of racial bias and structural racism undermine the ability of students of color to achieve their full potential. As part of ongoing



efforts to reverse this trend at CPS, several professional learning opportunities were provided to educators, including: a district-wide colloquium on equity-driven practices presented to 1,300 participants; working with the Disruptive Education Equity Project, with training focused on the Diversity-Inclusion-Belonging-Equity spectrum; a district-wide study of Zaretta Hammond’s influential work, *Culturally Responsive Teaching & The Brain*; and a second round of train-the-trainer activities for the Educator Leaders 4 Equity program, which has developed the leadership capacity of 48 educators charged with developing professional learning activities at the school level. Cambridge Street Upper School was recognized for its deep work in the area of equity, in a feature story in the Hechinger Report.

**Out of School Time Professional Development.** Over 325 staff members from City and community out of school time programs participated in the Agenda for Children’s communities of practice, trainings, and a professional learning symposium, enhancing their skills as they support school age children to grow and learn.

**Information Technology (IT) Careers Program.** Through this program coordinated by the City's Community Learning Center (CLC) and Just-A-Start, 16 Cambridge residents were expected to complete the 9-month training course to prepare them for careers as Computer Support Specialists.

**Healthcare Training Programs.** The CLC's Certified Nursing Assistant (CNA) Program graduated 28 immigrant students this year. The program, a collaboration of CLC, Rindge School of Technical Arts, the Academy for Health Care Training, and healthcare employers, helped accelerate students' progress to employment by providing simultaneous basic language and math skills, along with job skills instruction.

**Employment Services.** Almost 300 adult residents received employment services through the Office of Workforce Development (OWD), including career counseling, job search, and job readiness training. Over 120 job-seekers found employment through either the Cambridge Employment Program (CEP) or Cambridge Works.

**Next Up Career Program for Young Adults.** The City's Office of Workforce Development (OWD) launched Next Up, a new career exploration program for residents ages 18-24, with a high school diploma or equivalent who need help figuring out their next step. Next Up provides paid internships, workshops, career coaching, and hands-on opportunities for exploring different types of jobs with a strong emphasis on self and career exploration.

**The College Success Initiative,** in collaboration with the Cambridge Housing Authority's Workforce Program and Enroot, expanded college coaching services to 322 high school graduates and to CLC students who have enrolled in college. The coaches provide support around the academic, financial aid, and social-emotional challenges students face, and work to connect them to additional campus-based supports. In June 2019, the Initiative celebrated the first cohort of college graduates since the effort was launched in 2014. In collaboration with the Mayor's Office, 27 first generation or low-income graduates were recognized for achieving their educational goals.

**Mayor's Summer Youth Employment Program.** 1,063 youth participated in the Mayor's Summer Youth Employment Program working in a variety of jobs that included childcare, office work, maintenance and landscaping, media and web production, arts and theater.



## COMMITMENT TO PUBLIC SAFETY

Over the past year, Cambridge Public Safety agencies (police, fire, emergency communications and EMS) have created new units, introduced new technology and training, and attained a number of milestones. We are committed to working cohesively with one another and our partners to most effectively serve and increase the quality of life for the Cambridge community.

Cambridge Police Department (CPD) formed a new **Family and Social Justice Section**, which provides specific services to members of the community who would be better served through a “social justice approach” than through a conventional criminal justice approach.

Through the newly created **Procedural Justice Office**, believed to be the first of its kind in the country, CPD is demonstrating its commitment to increasing transparency, accountability, and introspection. The Office will monitor data relating to police-citizen interactions for signs of possible racial profiling, racially-biased policing, or use of force incidents, and will evaluate CPD’s compliance with statutes, ordinances, and regulations that mandate accountability.



Following the City Council’s final vote on the **Surveillance Ordinance** in December 2018, Cambridge became the first city on the east coast to pass such a law that ensures the accountable and transparent use of surveillance technology. This new law will balance the public’s right to privacy with the City’s need to ensure our resident’s safety and security.

**New Central Square Police Substation Opens.** In December 2018, City officials celebrated the opening of a new Police Department substation in Central Square which was made possible through the support of community partners such as Cambridge Savings Bank and the Central Square Business Association.

**Near Record Low Crime.** Despite a small increase in 2018 (3%), the 2,384 crimes reported last year in Cambridge represented the second lowest total of index crimes reported since Congress enacted the Omnibus Crime Control Act in 1968. 2018 was the fifth time in the past 50 years that the crime total dropped below 3,000 reported incidents.

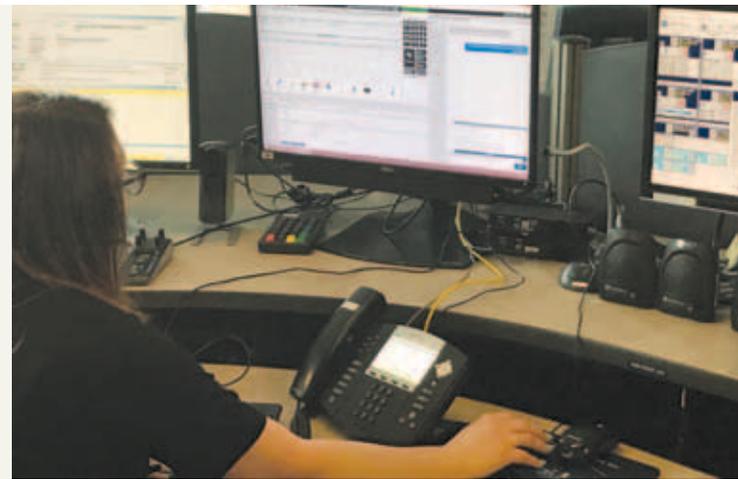
**Lowest Number of Crashes in 20 Years.** In 2018, with 1,488 crash reports, road users in Cambridge experienced the lowest number of crashes in at least 20 years.

**Increased Focus on Specialized Training.** CPD continued to invest in progressive training opportunities for its officers, including ways to handle special situations involving individuals who may be in a mental health crisis and ways to safely defuse a range of incidents.

**Police Academy.** In FY19, CPD collaborated with Northeastern University to develop a certified training academy for new officers. The one-year joint pilot program at Northeastern began in February 2019, and the first class was held in May 2019. Both Cambridge and Northeastern University share a common philosophy of implementing procedural justice into training of new officers while adhering to state curriculum requirements. Student officers will learn that policing is a “people business” and that their success will depend in great part on their ability to listen to and talk with community members.

**Police Cadet Program.** As part of its efforts to engage residents, particularly young adults, with careers in public safety, CPD reestablished the Police Cadet Program. The two-year program, which began in FY19 and targets residents ages 18-23, offers on-the-job and classroom training. Cadets will gain valuable insight and learn about CPD daily operations and work culture by rotating through various units and sections, and by participating in community policing activities. The FY20 budget includes \$1 million to support the Police Cadet Program.

**Text to 911 Capacity.** An important improvement for accessibility to emergency services is the capacity to send a text message to 911. Cambridge Emergency Communications Center (ECC) began receiving text messages in December 2018. A text can be sent to 911 by entering 911 in the To (recipient) field. The message will be routed to an emergency call center based on the location provided by the carrier. Learn more at [cambridge911.org](http://cambridge911.org).



**Connecting Uber Passengers to 911.** The City of Cambridge was one of the first municipalities in the Commonwealth to have the ability to connect 911 call takers and Uber Passengers through the Uber app. With this integration, 911 call takers are able to automatically receive potentially life-saving information regarding an Uber ride. Built into the Uber Safety Toolkit, Uber passengers can swipe to call 911 directly within the app and share their location with dispatchers.

**Class 1 Fire Department.** In FY19, Cambridge Fire Department (CFD) responded to 14,829 emergency incidents which generated 33,676 responses by fire companies. These included 68 structure fires, 925 inside fires, 1,025 fires of all categories, and 6,356 emergency medical calls.

**Cambridge Fire EMS.** Cambridge non-traumatic cardiac arrest survival rates are above the national average. In 2018, the Cambridge overall survival rate was 14.6% compared to the national average of 10.5%. With bystander intervention, the non-traumatic cardiac arrest survival rate is 66.7% in the city compared to the national average of 37.2.

## PROMOTING COMMUNITY HEALTH

City departments and the community are genuine partners in improving health in Cambridge. In 2019, the Cambridge Public Health Department (CPHD) embarked on a new five-year community health assessment, soliciting input from approximately 1,500 people through a survey and focus groups. The Health Department also worked closely with governmental and community partners to implement Year 4 strategies for the Cambridge Community Health Improvement Plan, which has set the City's health agenda through 2020. Priority areas are healthy eating and active living; violence; mental health and substance abuse; and healthy, safe, and affordable housing.

CPHD achieved national accreditation in August 2018, becoming one of the first health departments in Massachusetts to meet rigorous national standards for delivering quality programs and services to the community.

**Healthcare & Prevention.** CPHD has statutory obligations to prevent and control communicable disease in Cambridge. Public health nurses administered 847 flu vaccines at sites throughout the city and staff followed up on 214 disease reports. The department operates a large tuberculosis program at Cambridge Hospital, with staff managing 1,999 visits from patients with latent or active TB in FY19. Students in Cambridge Public Schools made 49,294 visits to CPHD's school nurses for illness, injury, medication administration, and medical procedures during the 2018-19 school year. CPHD's Healthy Smiles program provided classroom education and dental screenings to first, third, sixth, and ninth graders in

Cambridge Public Schools (CPS). Of the 1,769 students screened for tooth decay and other conditions, 30% were referred for treatment.

**Substance Abuse Prevention.** City and community partners worked collaboratively to address issues related to drug dependence and opioid-related overdoses. In 2018, the City encouraged safe medication disposal through community "take-back" events, collecting 1,260 pounds of unwanted medication. In March 2019, the City Manager's Opioid Working Group issued recommendations for strengthening Cambridge's response to the opioid crisis. The Health Department co-facilitated opioid overdose recognition and response trainings for local businesses and City leaders and released its second comprehensive Opioid Overdose Data Report. To reduce underage substance use, CPHD released a parent's guide to preventing youth substance use;





*Residents learned about emergency preparedness and climate change at Port Pride Day.*

partnered with youth centers to host five community conversations for families on talking with teens about substance use; and with CPS, individually interviewed 742 students to assess their risk for substance abuse.

**Healthy Eating & Active Living.** City and community partners remained focused on making healthy food more accessible and affordable, and creating safer streets for walking and biking. The Cambridge SNAP Match Coalition distributed over \$24,700 in matching funds in 2018 to residents with low-income to purchase fresh food at Cambridge farmers markets. The Health Department collaborated with the City's Birth to 3<sup>rd</sup> Grade Partnership to develop and pilot nutrition and physical activity guidelines for daycares and preschools; introduced healthier foods in the Community Art Center's after-school program and provided nutrition education to children in Margaret Fuller Neighborhood House after-school program; assessed Cambridge grocery stores and markets to better understand access to healthy, affordable food across neighborhoods; and published *A Guide to Cycling in Cambridge for Older Adults*.

**Climate Change.** To raise awareness about potential health impacts of climate change on vulnerable neighborhoods, the Health Department released a mini-documentary, *Prepare the Port!* The video was screened at a 2019 community forum and other events in the Port neighborhood. The department also created a Climate Change and Health webpage.

**Violence Prevention.** Mending Cambridge facilitated workshops for Cambridge Police Department's Youth Resource Officers and the City's Domestic Violence Steering Committee on how to actively intervene if they witness sexual harassment or other forms of gender-based violence. Mending Cambridge is a partnership between the City's Domestic and Gender-Based Violence Prevention Initiative and CPHD.

**Men's Health.** CPHD's Men's Health League program collaborated with AIDS Action to engage black faith leaders in raising awareness about HIV prevention and stigma in their churches. The 26<sup>th</sup> annual Hoops 'N' Health Tournament and Health Fair drew 230 players, who also participated in health workshops and screenings.

**Fit for Life Program.** Cambridge Recreation partnered with the Cambridge Health Alliance to deliver programming for their Fit for Life participants. Each participant was paired with a volunteer by the Health Alliance and participated in health fitness activities at the War Memorial Recreation Center. War Memorial staff worked to develop lasting relationships with program participants who received a gym membership as part of the program in hopes that would extend their healthy habits after the program's completion.

## MAINTAINING ENVIRONMENTAL SUSTAINABILITY

Through the **Net Zero Action Plan**, the City is investigating incentives and requirements to reduce energy consumption, emissions, and costs from existing buildings. In FY19, key initiatives included: proposing revisions to the zoning ordinance to require greater energy efficiency in new buildings; and conducting workshops with building owners and operators to develop a proposal for the Building Energy Use Disclosure Ordinance.

A newly appointed **Climate Resilience Zoning Task Force** will advise on development standards to make the city more resilient to climate change, and build upon the City's Climate Change Vulnerability Assessment and Climate Change Preparedness and Resilience efforts.

**Cambridge Community Electricity Program** launched an innovative model for using the City's electricity aggregation to directly create more local renewable electricity. Participants in the Standard Green and 100% Green Plus Options contribute a small portion of electricity bills to funding a new local solar project. Approximately \$8.6 million has been saved on cumulative Cambridge electricity bills since the program launched in January 2017.

**Cambridge Energy Alliance (CEA)** continued outreach to residents and businesses about energy efficiency, solar, and renewable thermal programs. CEA also launched a Retrofit Advisor

Service to enhance the Multi-Family Energy Pilot, which connected 1,350 Cambridge households with no-cost energy and solar assessments.

**Electric Vehicle (EV) Expansion.** The rate structure for City-owned stations changed to make usage rates based on energy consumption more cost-effective for EV drivers. Installation of 7 new dual-head EV charging stations, which can accommodate up to 14 electric vehicles, began in municipal-owned parking lots in spring 2019.

**Small Business Recycling Pilot.** The City launched the Small Business Recycling Pilot, which provided small businesses with free curbside recycling collection. Businesses with less than 50 full-time employees were invited to apply for the program to receive collection twice a week for a year. The Department of Public Works (DPW) has been working with participating businesses to help them divert as much waste from the trash as possible, while keeping non-recyclable materials out of the recycling stream.

**Mattress Recycling.** In April 2019, DPW partnered with UTEC, a nonprofit organization serving proven-risk young adults, to provide free weekly curbside mattress and box spring recycling services. This initiative will support the City's goals of reducing waste



and was launched in accordance with recommendations from the Zero Waste Master Plan. UTEC picks up, deconstructs, and recycles mattress components. Over 700 mattresses and 20 tons were diverted from the landfill in the first 9 weeks of the program.



**Urban Forest Master Plan.** The Urban Forest Master Plan (UFMP) will coordinate with the efforts of the citywide comprehensive plan (Envision Cambridge) and the Climate Change Preparedness & Resilience Plan (CCPR) to guide development of the urban forest into the future and will include a strategic plan to evaluate, maintain, and expand the urban forest canopy while being more resilient to climate change. A Task Force was appointed to advise and give feedback to the Plan's project team, which expects to release a draft UFMP in fall 2019.

**10 Year Sewer Plan.** The City has developed a 10-year strategic plan to manage the infrastructure improvements

of the sewer and storm water mains, manholes, catch basins, and combined sewer overflow (CSO) outfalls that carry waste and storm water to treatment plants and discharge locations. This plan serves as a guidance document to prioritize construction and rehabilitation of complex systems. Plan goals include addressing high-risk infrastructure conditions, removing inflow and infiltration from sewer systems, eliminating sanitary sewer overflow, reducing CSOs, managing storm water quality, and reducing flooding.

**The Brine Pilot.** DPW piloted a program in North Cambridge to treat icy road surfaces using a brine solution of salt and water. A 250-gallon tank in the back of a truck sprays the solution on streets in advance of a predicted storm, creating a layer that prevents snow and ice from bonding with the surface. This process offers protection against ice formation and only uses a quarter of the salt normally used in treating areas. The pilot program proved successful and the City plans to expand it in the 2019-2020 winter season.

**Fresh Pond Reservation Plantings.** Cambridge Recreation removed several invasive species from City land and replanted the space with approved native species to promote overall health of the ecosystem at Fresh Pond Reservation.

**Art Exhibit Spreads Message about Climate Change.** Cambridge Arts collaborated with the Community Development Department and Harvard University's Office of Sustainability to produce *Untold Possibilities at the Last Minute*, an exhibition in which local artists explore the state of climate change today.

## ENCOURAGING ARTS & ECONOMIC VITALITY

To help support retail vibrancy in the city, the Community Development Department hosted its first Small Business Summit and published district needs assessment reports for Central Square and Inman Square commercial districts. The reports incorporate community feedback to better understand the business landscape and consumer characteristics in each neighborhood to guide growth and development. The City also hosted Small Business Open Houses in each commercial district to foster dialogue and collaboration.

The City's Retail Strategic Plan received several awards for excellence in economic development, including the American Planning Association's Donald E. Hunter Award and the International Downtown Association Award of Excellence in Urban Place Management.

**Small Business Data Dashboard.** This past year, the City launched a new Small Business Data Dashboard that displays data from Cambridge's local business market in accessible graph, chart, and text formats to inform current and prospective business owners of the city's economic climate.

[CambridgeMA.gov/SmallBizDataDashboard](http://CambridgeMA.gov/SmallBizDataDashboard)

**Loyalty Programs.** The Inman Square and Harvard Square loyalty programs were launched this year to encourage patrons to continue shopping at local businesses during construction projects. [CambridgeMA.gov/ShopInman](http://CambridgeMA.gov/ShopInman), [CambridgeMA.gov/ShopHarvard](http://CambridgeMA.gov/ShopHarvard)

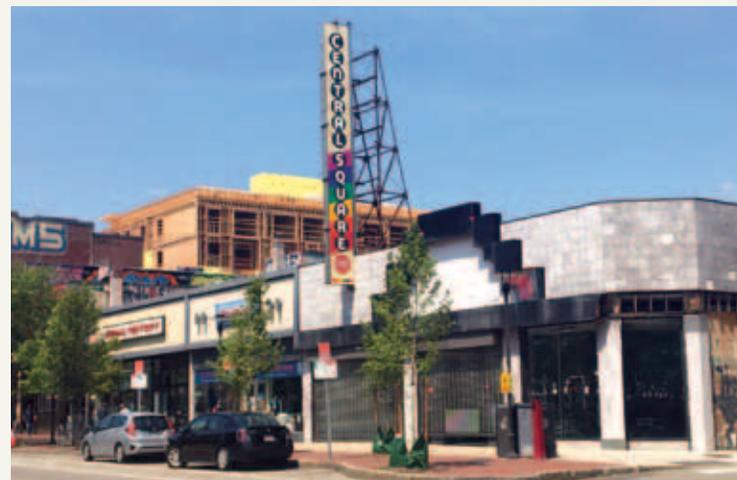
**Cambridge Food Truck Pilot** transitioned to a year-round program, allowing food trucks to test menu and branding options at three locations in Cambridge. Of the initial 26

applicants, 70% identified as women or minority-owned businesses, up from 63% during the pilot year.

[CambridgeMA.gov/foodtruckprogram](http://CambridgeMA.gov/foodtruckprogram)

**Small Business Grants/Workshops.** The City expanded its Small Business Challenge program, providing grants of up to \$5,000 to invigorate commercial districts. The Storefront Improvement, Retail Interior Accessibility, and Small Business Enhancement programs provided grants for small business improvements; 46 small business grants were awarded. Small Business Workshops were presented to 225 participants.

**National Small Business Week.** The City partnered with local organizations to coordinate events, workshops, and networking opportunities for Cambridge business owners and entrepreneurs. This included the first annual Cambridge Legacy Business Luncheon, which honored small businesses that have been in operation in Cambridge for decades, several for over a century.



**Creative Designs for Vacant Storefronts.** The Vacant Storefront Creative Design Contest invited local artists to energize commercial districts, resulting in 400 original artwork submissions. Five designs, chosen through public vote, are available for property managers to print and display in vacant storefronts. [CambridgeMA.gov/StorefrontContest](http://CambridgeMA.gov/StorefrontContest)

**Sidewalk Poetry.** Seven new poems by Cambridge residents were imprinted in new sidewalks across the city.

**Innovation & Learning Network** focuses on Inclusionary Practices. Cambridge Arts participated in a statewide Innovation & Learning Network as part of the Universal Participation Initiative based at the Massachusetts Cultural Council. This program provides training on successful strategies related to inclusionary practices, engages users and experts to explore best practices, reviews organizational policies, and develops outcomes focused on innovative, inclusive, and accessible practices in programming and services offered to the community. [Massculturalcouncil.org/organizations/universal-participation-initiative](http://Massculturalcouncil.org/organizations/universal-participation-initiative)

With support from the Massachusetts Cultural Council, Cambridge Community Foundation, local businesses, and corporations, Cambridge Arts Council continued to develop **Cambridge Arts Creative Marketplace**, a cultural economic development project supporting education and engagement between artists, arts organizations, local businesses. This suite of programs helps boost the visibility of local artists. Learn more at [cambridgeartscouncil.org/creativemarketplace](http://cambridgeartscouncil.org/creativemarketplace).



**Central Square Cultural District Re-designation.**

Cambridge Arts worked with the business community to secure the re-designation of the Central Square Cultural District by Massachusetts Cultural Council. The re-designation covers a 5-year period and recognizes Central Square as home to a mix of small, independently-owned retail shops, creative start-ups, well-established corporations, and existing cultural resources including public art, resident working artists, dynamic cultural organizations, ethnic restaurants, and leading educational institutions such as MIT. The designation helps promote the distinctive brand for Central Square as a place to experience unique cultural events that provide opportunities for positive community engagement.

**Cambridge River Festival 40<sup>th</sup> Anniversary.** Cambridge Arts produced the 40<sup>th</sup> anniversary of the annual Cambridge Arts River Festival in the heart of Central Square. The festival highlighted the Central Murals program and showcased key arts and cultural organizations that are a core part of the identity of Central Square.

## ENHANCING TRANSPORTATION & MOBILITY

While Cambridge has long been a leader in improving facilities and safety for people walking or biking, challenges remain. As a City, we have committed to taking steps to eliminate all traffic fatalities and serious injuries. We continue to move forward to make our streets safer for all users through our our commitment to Vision Zero.

### Separated Bike Lanes.

The City rolled out new separated bike lanes on Massachusetts Avenue between Central Square and MIT and completed the design for the reconfiguration of Inman Square. We also

started the River Street redesign which will include a separated lane that connects to the existing cycle track on Western Avenue. Post-implementation evaluations for Brattle St. and Cambridge St. separated bike lanes saw an increased number of people biking and a decreased number of crashes across modes.

**Bicycle Plan.** In 2015, the Cambridge Bicycle Plan was developed to provide a vision for the City's bicycle network and to guide the City's policies, programs, and goals. Much has changed in the last few years and the bicycle network has grown by 20 miles. The Bicycle Plan 2020 update process will incorporate new policies, provide additional data analyses, and gather input from the public to help us mindfully plan for the expansion of the bicycle network.



Photo: Kyle Klein

**Improved Bus Service.** The City continued to work with local and regional partners to improve bus reliability and service in Cambridge. This included piloting 4 real-time transit signs in Central and Porter Squares and supporting the MBTA's Better Bus Project through outreach initiatives that collected over 570 ideas for how to improve bus service in Cambridge. The City also implemented the first bus-only lanes in Cambridge:

- **The Mt. Auburn Bus Priority Pilot** introduced dedicated bus lanes and transit signal priority along

Mt. Auburn St. west of Fresh Pond Parkway, a corridor that serves 12,000+ daily trips for route 71 and 73 riders. Evaluation of pilot data showed that bus reliability improved, with 71 and 73 riders saving an average of 4-5 minutes during morning rush hour trips to Harvard Square. The pilot was implemented in partnership with Watertown and funded through a \$100,000 grant from the Barr Foundation.

**The South Mass Ave. Corridor Safety Improvements Project** used quick-build methods to improve safety and reliability for those who walk, bike, and take the bus along one of the busiest corridors in Cambridge. The project implemented segments of a bus-only lane and a separated bike lane.

The Inner Mt. Auburn Corridor Safety Improvement Project was launched to provide separated bike lanes on Mt. Auburn St., from JFK St. to Putnam Ave., and to improve safety and efficiency in the project area. The City will use information gained from the community process to explore design alternatives that provide improved bicycle facilities, enhanced pedestrian safety, and potential transit improvements.

The River Street Reconstruction Project is underway and will include an upgrade to the sanitary sewer, stormwater, and water subsurface infrastructure, while developing a new surface design for River Street, the bus terminal area at River and Magazine Streets near Central Square, and Carl Barron Plaza. The project aims to create a streetscape design that engages the local community, enhances the neighborhood, and meets the City’s goals related to infrastructure, transportation, and urban design.

The Grand Junction Multi-Use Path planning process is underway. The project will provide a continuous pathway for residents, students, commuters, and visitors to walk, jog, or bike along a linear path connecting several neighborhoods and commercial districts. The pathway will provide an important regional link between the Somerville Community Path and pathways proposed in the Allston I-90 Interchange Project.

The City initiated the **New Mobility Blueprint**, which will develop actionable recommendations for policies, programs, and regulations to help ensure that new mobility



options are implemented in a way that aligns with and advances existing goals and policies. The City also began collaborating with neighboring municipalities to propose amendments to regulations for scooters and other micro-mobility devices.

**Bluebikes Expansion.** The public bike share system expanded, installing 8 new stations – totaling 158 new docks – in Cambridge. Bluebikes also provides an equitable and affordable sustainable transportation option to people of all ages and abilities through discounted membership programs. Cambridge launched a Youth Discount program through the Glocal Challenge, which offers \$25 annual membership to students ages 16-19.

Fifty percent of meter payments in Cambridge were made with **mobile pay**, indicating widespread adoption of alternative payment methods.

The City expedited the process for designating **Sherman Street Highway-Rail Grade Crossing** as a quiet zone under Federal Railroad Administration regulations.

## EMBRACING INNOVATION & TECHNOLOGY

Since FY15, the City has invested over \$14 million through the Information Technology Department (ITD) toward projects that have enhanced the delivery of City services, including expansion of online permitting for the Department of Public Works (DPW), the License Commission, and the Animal Commission; creation of new LiDAR and GIS datasets which are being used for tree canopy assessments and the Urban Forestry Master Plan; development of a three year strategic plan for Open Data and Data Analytics; and maintenance and upgrade of significant core infrastructure. The ITD team initiated several projects for large departments to evolve the design of the City's website, **CambridgeMA.Gov**, to provide the public with a superior user experience and better accomplish the City's communication and engagement goals.

**IT Strategic Plan to Improve Service Delivery.** The Information Technology Department (ITD) updated its IT Strategic Plan which highlights key initiatives we are undertaking over the next three years to improve delivery of services to our residents and the community.

**3D Technology.** The GIS team worked with City departments to develop a 3D web scene showing solar rating for individual street trees for planning purposes; developed a 3D Neighborhood map which includes a detailed Cambridge building model, street trees, Cambridge Neighborhood boundaries, libraries, schools, MBTA stations and more; and developed a 3D Safer Squares Story Map.

**Redesign of Cambridge Snow Center.** The IT team worked with the City Manager's Office to redesign the Cambridge Snow Center, **CambridgeMA.gov/snow**, for the 2018-2019 winter season, providing more accessible and comprehensive information.

**Homepage Website Banners.** The IT team worked with the City Manager's Office to design and implement 24 homepage heroes that promoted City events and initiatives.

**Cambridge Subscription Center.** The IT Team collaborated with the City Manager's Office to create the new online Cambridge Subscription Center, **CambridgeMA.gov/Subscribe**, a one-stop location for constituents to subscribe for City alerts, notifications, and newsletters.

**Improved Special Permits webpage.** The IT and Community Development Department collaborated to create a more user-friendly way for the public to search for and access information about development projects. **CambridgeMA.gov/SpecialPermits**

**Digitization of Historical Collection.** Cambridge Historical Commission continued the digitization of its largest collection, the Survey of Architectural History in Cambridge. Initiated in 1965 and continuously updated, the survey is an inventory of all ±13,000 buildings in the city. The City's historic preservation planning decisions and the Commission's own publications are founded on this irreplaceable collection, which now comprises approximately 117,500 pages of materials and will be incorporated in-house into a searchable online database.

## APPENDIX 1: OVERVIEW OF CITY DEPARTMENTS

### **22-CityView** *Calvin Lindsay Jr., Director*

22-CityView is responsible for the television and audio production needs related to programming on the City of Cambridge Municipal Channel. Operating within the Cambridge broadcast footprint, the Channel provides both original and acquired programming drawn from and relating to the City of Cambridge. 22-CityView strives to provide its viewers with a sense of the overall vitality that is associated with the city in the areas of education, culture, arts, health, human services and history.

### **Animal Commission**, *Mark McCabe, Director*

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

### **Assessing**, *Gayle Willett, Director*

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

### **Auditing**, *James Monagle, City Auditor*

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

### **Budget**, *Taha Jennings, Budget Director*

The Budget Office's primary responsibility is to prepare and monitor the City's annual Operating and Capital budgets to ensure they address the City Council's goals, reflect citizens' priorities, and comply with all fiscal regulations. The Budget Office assists departments, the City Council, residents, and other stakeholders with analysis and guidance regarding budget procedures and other fiscal matters. The Budget team also leads the City's annual Participatory Budgeting and minibond initiatives to encourage more civic engagement around the City's finances.

### **Cambridge Arts**, *Jason Weeks, Executive Director*

The Cambridge Arts Council is a City agency that funds, promotes, and presents high-quality, community-based arts programming for the benefit of artists,

residents, and visitors. Established in 1974, Cambridge Arts is one of the oldest and most dynamic arts agencies in the country. Cambridge Arts operates with funding from local government, private foundations, corporate sponsors, and individual donors and delivers on its mission by fulfilling three primary roles: **Connector**: linking people and resources from across the artistic spectrum to spark innovative collaboration; **Presenter**: hosting exhibitions and educational programming in Gallery 344 and producing high-profile events such as the Cambridge Arts: River Festival, which attracts more than 250,000 attendees annually; and **Funder**: awarding dozens of financial grants annually through the Cambridge Arts: Grant Program in support of high-quality, community-based art projects.

***City Clerk, Donna P. Lopez, City Clerk***

As charged by statute and ordinance, the City Clerk's Office records, preserves and communicates vital information. Its responsibilities in the area of vital statistics encompass providing documents and information regarding the vital statistics of citizens' individual lives (birth and death certificates, marriage licenses). Additionally, the City Clerk's Office accepts and records particular business filings required by statute, such as business certificates. The Office also offers notary services to the public.

***City Council, Naomie Stephen, Executive Assistant to the City Council***

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws

and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.

***City Manager, Louis A. DePasquale, City Manager***  
***Deputy City Manager, Lisa C. Peterson, Deputy City Manager***

The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. The Manager and his staff are responsible for the enforcement of all relevant laws and City ordinances; the appointment of department heads and members of the numerous boards and commissions; and for the submission of the Annual Budget to the City Council. The City Manager also recommends policies and programs to the City Council and implements Council legislation. The City Manager and his staff respond to citizen inquiries and requests regarding City services and coordinates with City departments to conduct neighborhood meetings regarding community concerns. The Deputy City Manager acts as the overall project manager for the planning and implementation process on Capital Construction Projects. The City Manager's Office works closely with the City Council on its mission to improve the quality of life for everyone in the community. Careful executive level management of resources has enabled the City to maintain its strong financial position, while providing a high level of quality services with attention to the impact on taxpayers.

***Commission on Immigrant Rights & Citizenship,***  
*Nancy Schlacter, Executive Director*

The Commission on Immigrant Rights & Citizenship (CIRC) was formed in August 2016 to act as a centralizing force in the City to address immigrant rights and citizenship issues, providing information, referral, guidance and coordination; offering and providing technical assistance to other public agencies and private persons, organizations and institutions engaged in activities and programs intended to support immigrant rights and citizenship; and eliminating prejudice and discrimination against immigrants because of their status as immigrants and/or non-citizens. This work is accomplished through educating the community and Commissioners about the rights of immigrants residing in Cambridge and the opportunities available to enhance immigrant participation in the Cambridge community through engagement with City services, resources, programs and local and regional efforts to address immigrants' needs.

***Community Development, Iram Farooq, Assistant City Manager***  
*for Community Development*

The mission of the Community Development Department (CDD) is to guide planning and future growth in a manner that best supports the overall health, sustainability and diversity of the city. The Department focuses on initiatives to enhance neighborhood character and vitality, encourage sustainable lifestyles, and build the economic capacity that contributes to the tax base, expands job opportunities for residents and enables high quality services in the community. CDD works to strengthen communication and build productive partnerships

among and between City government, state/federal agencies, residents, property owners, the business community, nonprofits and major institutions.

***Consumers' Council, Laura M. Nichols, Executive Director***

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

***Election Commission, Tanya L. Ford, Executive Director***

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

***Electrical, Stephen Lenkauskas, City Electrician***

The Electrical Department oversees street lighting and

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

***Emergency Communications, Christina Giacobbe, Director***

The Emergency Communications Department (ECD) operates the City's Combined Emergency Communications and 911 Center (ECC) and Public Safety Information Technology (PSIT) Team located at the Robert W. Healy Public Safety Facility. The Communications Center received over 31,000 911 calls and approximately 115,000 other emergency calls, alarms, and other quality of life reports in the last year. The staff managed the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources to over 100,000 calls for service. The PSIT team continues to manage and troubleshoot all public safety related IT Equipment and Software for Police, Fire and ECD.

***Equity & Inclusion, Betsy Allen, Director***

The Office of Equity and Inclusion (formerly Affirmative Action Office) upholds and reaffirms the City's position and commitment to equal employment opportunity,

and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment and retaliation. It assists department heads in setting and achieving equity and inclusion goals for recruiting, hiring, promoting, and retaining qualified employees. In compliance with federal law, the Office prepares and submits workforce reports on a biennial basis to the Equal Employment Opportunity Commission.

***Finance, David Kale, Assistant City Manager for Finance***

The Finance Department is responsible for providing leadership to its operating divisions (Assessing, Budget, Information Technology (IT), Personnel, Purchasing, Revenue and Treasury). This includes the activities of planning, development, implementation, oversight, integrity, reporting, and creation of financial policies for the City's Operating and Capital finances.

***Revenue Management and Treasury, Michele Kincaid, Assistant Finance Director***

The Revenue Division's mission is to collect and report daily receipts in an efficient and timely manner while providing a high level of customer service to internal and external customers. The Treasury Division, comprised of the Cash Management and Payroll cost centers, manages cash and investments in the most efficient and economic manner. Payroll is responsible for processing the payroll of approximately 5,000 employees.

***Fire Department, Gerard E. Mahoney, Acting Fire Chief***

The mission of the Cambridge Fire Department is to protect the lives and property of the people of Cambridge

from fires, natural and man-made disasters and hazardous materials incidents; to save lives by providing emergency medical services; to prevent fires through prevention and education programs; and to provide defense against terrorist attacks.

***Historical Commission, Charles M. Sullivan, Executive Director***

The Cambridge Historical Commission (CHC), the City's historic preservation agency, protects more than 3,000 buildings in two historic and four neighborhood conservation districts, each overseen by a volunteer board. The CHC also protects 38 City landmarks and 40 individual properties under preservation restrictions. The citywide Demolition Delay Ordinance, applicable to all buildings 50 years old and older, allows delays so preservation alternatives can be explored. The CHC supports restoration of significant buildings through Community Preservation Act funded preservation grants, advises stakeholders on historic preservation issues, consults on historic paint colors, and cares for city-owned historic sites and monuments. The CHC also manages a dynamic public archive that focuses on the architectural and social history of Cambridge.

***Human Rights Commission, Nancy Schlacter, Executive Director***

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the civil rights of residents and visitors to the city. In operational terms, this means the Commission is mandated to investigate and adjudicate complaints of discrimination in the areas of employment, housing, public accommodation and education.

Additionally, the Commission educates the public about their rights and responsibilities under the law. The Commission also reaches out to and collaborates with other City agencies and organizations on issues relating to civil rights.

***Human Services, Ellen Semonoff, Assistant City Manager for Human Services***

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

***Information Technology, Mary Hart, Chief Information Officer***

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users from 42 departments in 40 municipal buildings. ITD maintains all enterprise-wide municipal computer applications. ITD also manages the fiber optic network that links all City locations, thousands of users and major infrastructure services such as Fire, Police and Schools.

ITD is continuously developing and improving the City's website, which provides remote access to important City resources and information.

***Inspectional Services, Ranjit Singanayagam, Commissioner***

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

***Law Department, Nancy Glowa, City Solicitor***

The Law Department is charged with the prosecution and defense of all suits in which the City is a party in state and federal courts and administrative agencies, and provides advice and counsel and furnishes legal opinions on a variety of issues to the City Manager, Mayor, City Council, School Committee, department heads and Boards and Commissions. The department functions as a full-service law office, handling nearly all of the City's litigation in-house.

***LGBTQ+ Commission (Lesbian, Gay, Bisexual, Transgender, Queer, Plus), John Gintell, Aren Stone, Co-chairs***

The Commission name was changed from GLBT

Commission to LGBTQ+ Commission to reflect modern terminology with the + added to be inclusive of the many variations of gender identity, expression and sexual orientation. The change was initiated by the Commission and the Ordinance was modified accordingly this past year. Enacted officially by City Ordinance in 2007, the Commission's mission is to advocate for a culture of respect and to monitor progress toward equality of all persons with regard to sexual orientation and gender identity. The Commission also promotes policies and practices that have a positive effect on the health, welfare, and safety of persons who live, visit, or work in the City of Cambridge with regard to sexual orientation and gender identity.

***License Commission, Nicole Murati Ferrer, Esq., Chair***

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

***Cambridge Public Library, Maria McCauley, Director***

The Cambridge Public Library (CPL) serves as a doorway to opportunity, self-development and recreation for all its residents, and as a forum where they may share ideas, cultures and resources among themselves and

with people around the globe. The free availability of information, the lively interaction of people, and the open exchange of ideas animate and extend the democratic mission of the library. CPL is a dynamic, community-oriented system providing excellent services, collections and programs to all members of the community. We are dedicated to affording the people of Cambridge resources for recreational reading, independent learning, and the introduction of children to the world of literacy and learning. CPL is designed to work as a unified system with a strong main library and six active branch libraries each tailored to the unique constituencies and needs of its immediate neighborhood.

***Mayor's Office, Marc C. McGovern, Mayor***

The Mayor serves as the Chairperson for both the City Council and the School Committee. As the official leader of the City, the Mayor fulfills political, ceremonial and community leadership functions on behalf of the City and serves as the City's official receiver for visiting dignitaries and distinguished visitors. The Mayor's Office serves as a conduit for members of the public seeking information or seeking to address concerns regarding City government and municipal services. The Office of the Mayor has a broad range of duties and responsibilities. These include the implementation of diverse citywide public events and celebrations throughout the year, conducting public policy research, drafting legislation and serving as the City liaison between federal and state agencies, as well as community groups and citizens.

***Peace Commission, Brian Corr, Executive Director***

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. The Commission works with other municipal agencies, communities of faith, nonprofit organizations, and the broader community to promote constructive dialogue, foster understanding, and promote resilience. The Commission coordinates and supports compassionate responses to traumatic events and violence affecting Cambridge so that when serious issues occur, the community is prepared and able to react, commemorate, or recover and heal together. The Commission also builds trust and relationships by fostering dialogue and connection between diverse groups through community conversations, vigils, and other activities that promote a strong and resilient community.

***Personnel, Sheila Keady Rawson, Director***

The Personnel Department is responsible for a variety of functions in support of City employees and retirees, including assisting with recruitment, civil service regulations, classification and pay, personnel policy development and administration, benefits, employee relations and employee orientation, training and professional development. Personnel staff administers all insurance, pensions and workers' compensation and other benefit programs sponsored by the City.

***Police, Branville G. Bard, Jr., Police Commissioner***

The Cambridge Police Department (CPD) is committed to providing the highest level of professional police service while respecting the constitutional rights of every

person living in or visiting the jurisdictional boundaries of the City of Cambridge. The department uses modern approaches to community policing philosophy and techniques to decrease crime and improve the delivery of services to the community. A major goal of the department is to involve citizens, neighborhoods and police in formulating policy and policing strategies and community oriented policing to combat crime and undesirable elements associated with crime.

***Police Review & Advisory Board, Brian Corr, Executive Director***

The Cambridge Police Review & Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. PRAB develops programs and strategies to promote positive police/community relations and to create opportunities for expanded discussions, improved understanding and innovative ways of resolving differences.

***Public Health, Claude Jacob, MPH, Chief Public Health Officer***

Cambridge Public Health Department protects and promotes the health of everyone in Cambridge through services, information, policies, and regulations. CPHD is a city department administered by Cambridge Health Alliance, a regional health care delivery system. Main focus areas are communicable disease prevention and control, emergency preparedness, environmental health, epidemiology, population health, regulatory enforcement, and school health.

***Public Works, Owen O’Riordan, Commissioner***

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

***Purchasing, Elizabeth Unger, Purchasing Agent***

The Purchasing Office is responsible for implementation and administration of the City’s centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City Ordinance and are open, fair, competitive and obtained at the lowest possible cost. Bids are posted on the City’s website.

***Cambridge Public Schools, Kenneth E. Salim, Ed.D, Superintendent***

The Cambridge Public Schools (CPS) are committed to the twin goals of academic excellence and social justice for ALL students. Cambridge Public Schools’ mission is to be a diverse urban school system that works with families and the community to successfully educate all of its students at high levels.

***Traffic, Parking and Transportation, Joseph E. Barr, Director***

The Traffic, Parking and Transportation Department oversees public parking and traffic operations in the city

and actively promotes walking, bicycling and transit. Public parking includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the City's two parking garages; collection and adjudication of parking tickets; and operation of the Resident Permit Program. The department also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourages walking, bicycling and using transit.

***Veterans' Services, Neil MacInnes-Barker, Director***

The Department of Veterans' Services (DVS) serves as an advocate for all Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services and provides financial assistance (M.G.L. C. 115) to those veterans/dependents who are in need. The department assists veterans with engaging programming and networking opportunities. Assistance is available to veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits.

***Water, Sam Corda, Managing Director***

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 105,000 permanent residents. The department is under the general direction of the City Manager, while a five-member Water Board, made up of Cambridge residents appointed by the City Manager, serves as an advisory group to the department. The CWD is regulated by

Federal and State drinking water codes and is comprised of three major divisions: Administration/Business/Information Technology; Water Quality, Treatment and Watershed Operations; Transmission, Distribution and Engineering Operations.

***Weights & Measures (In FY20, this department will become part of Inspectional Services.)***

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

***Women's Commission, Kimberly Sansoucy, Executive Director***

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

**APPENDIX 2: POLITICAL STRUCTURE OF CAMBRIDGE**

**Plan E Form of Government - Proportional Representation**

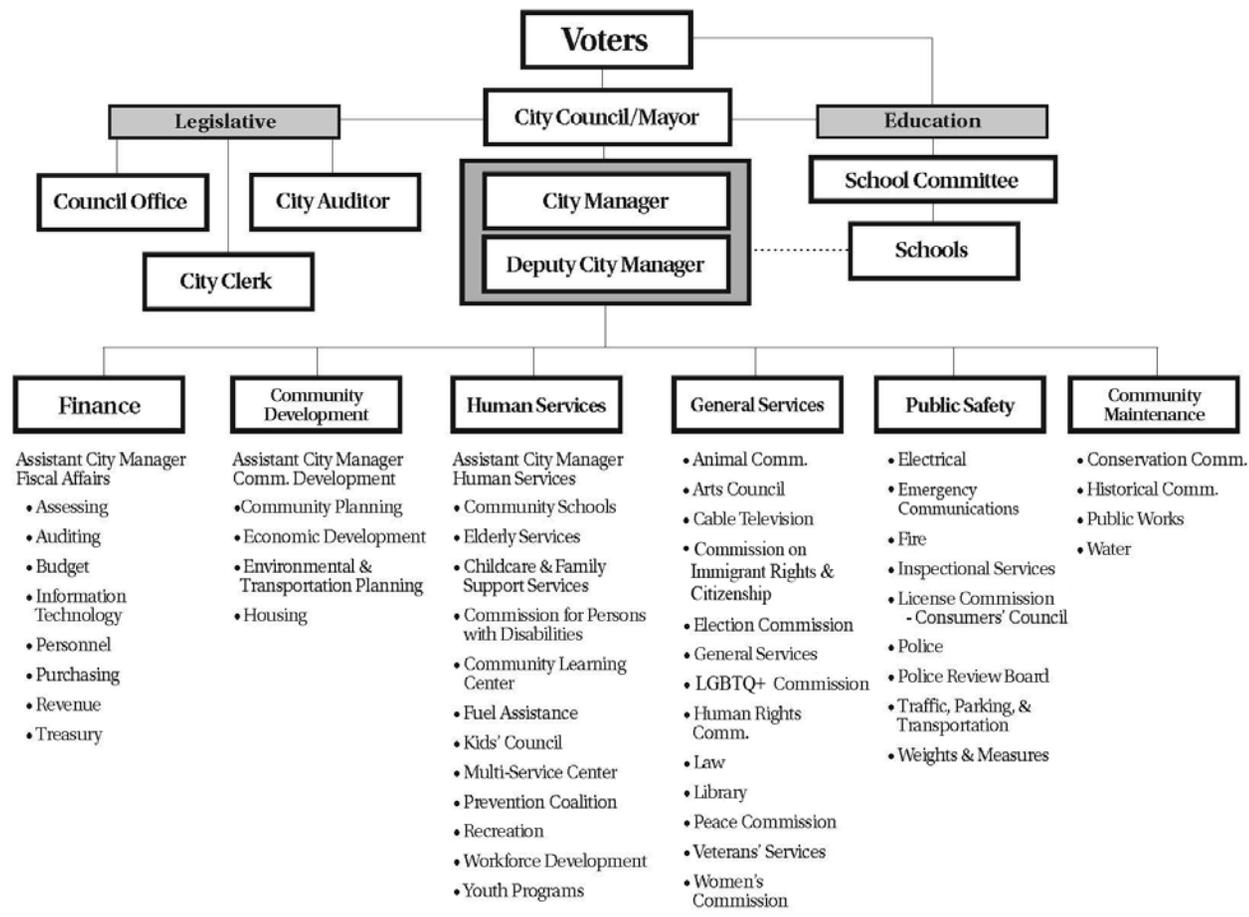
The City of Cambridge is governed by the Plan E form of Government. Nine City Councillors and six School Committee members are elected at large every two years under the Proportional Representation (PR)

system, which allows voters to vote for as many candidates as they wish, but they must indicate their order of preference among those candidates by numbering each choice. Once elected, the City Council then elects a Mayor and a Vice Mayor. The Mayor chairs the City Council and School Committee and serves as the City's political leader. The City Council appoints a City Manager to serve as the City's Chief Executive Officer. For more information on voting and the election process, call the Cambridge Election Commission at 617-349-4361 or visit their website, [cambridgema.gov/Election](http://cambridgema.gov/Election).

**City Ordinances (Cambridge Municipal Code)**

Cambridge Municipal Code, organized by subject matter and updated biannually, can be viewed online. The most recent and official version of the Code is on file at the City Clerk's Office, 617-349-4260.

**Organizational Chart**



## APPENDIX 3: CAMBRIDGE AT A GLANCE

**Land Area:** 6.43 Square Miles

**County:** Middlesex

**Population:** 113,630  
(2017 U.S. Census)

**Population Density:** 17,672  
Persons per square mile  
(2017, CDD\*)

**Person(s) Per Household:**  
2.12 Persons (2013-17, ACS)

**Median Age:** 30.4 Years  
(2013-17, ACS)

**Foreign Born:** 28.2%  
(2013-17, ACS)

**Home Language other than English:** 32.5% (2013-17, ACS)

**Common Languages other than English:** Spanish, Chinese, French/French Creole, Indic Languages, Amharic/Ethiopian, Portuguese, German, and Korean. (2013-17, ACS PUMS)

**Racial Diversity:**  
66.9% White  
10.8% Black  
15.7% Asian  
6.6% Other  
(2013-17, ACS)

**Hispanic Diversity:**  
8.8% of Residents w/Hispanic Background (2013-17, ACS)

**Adult Educational Attainment:**  
76.4% College or Graduate Degree  
9.3% Some College/

Associates Degree  
8.9% High School Diploma  
5.3% No High School Diploma,  
(2013-17, ACS)

**College & Graduate Students:**  
34,931 - Enrolled in Degree Program, (includes non-residents), (2018, CDD)

**Poverty Status:**  
7.9% of families  
13.5% of Individuals  
(2013-17, ACS)

**Registered Vehicles:**  
48,664 Vehicles  
28,526 Passenger Cars  
(2018, MA Registry of Motor Vehicles)

**Housing Units:**  
54,713 (2018, CDD)  
**Owner Occupied Housing:**  
36.2 % (2013-17, ACS)

**Median Housing Sales Price:**  
\$1,367,500 Single Family  
\$1,500,000 Two Family  
\$767,500 Condominium  
(2018, CDD)

**Typical Rental Price:**  
\$2,475 One Bedroom,  
\$2,955 Two Bedroom,  
\$3,650 Three Bedroom  
(April 2019, Zillow.com)

**Median Household Income:**  
\$89,145 (2013-17, ACS)

**Jobs:** 130,322  
(2018 Q3, Mass. Executive Office of Labor and Workforce Development)

**Average Annual Wage:**  
\$122,174  
(2018 Q3, Mass. Executive Office of Labor and Workforce Development)

**Resident Unemployment Rate:**  
1.6% (April 2019, Mass. Executive Office of Labor and Workforce Development)

**Major Employment Sectors:**  
Education, Professional & Technical; Services, Health Care & Social; Assistance, Accommodation & Food Services; Retail Trade  
(2018, Mass. Executive Office of Labor and Workforce Development)

**FY19 Property Tax Rate**  
Residential \$5.94  
Commercial \$13.71  
(per \$1,000 of Assessed Value)

**FY19 Annual Operating Budget:** \$636,451,110

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

**Public Schools:**  
1 K-8 School, 11 K-5 Schools, 4 Upper Schools, 1 Comprehensive High School, including a Career and Technical Education Program, and 1 Alternative High School

**Private/Parochial Schools:**  
13, plus 3 charters, numerous Preschools and Special Education

**Higher Education:**  
Harvard University, Massachusetts Institute of Technology, Lesley University, Episcopal Divinity School, Longy School of Music of Bard College

**Hospitals:**  
Cambridge Hospital, Mount Auburn Hospital, Spaulding Rehabilitation Hospital

**Fire Protection:**  
8 fire stations, 278 sworn firefighters, 7 civilians

**Police Protection:**  
1 police station, 282 officers, 41 civilians (including Traffic Supervisors)

**Parks, Playgrounds & Reservations:** 80

**Public Golf Courses:**  
1 (Fresh Pond)

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

## FY19 CAMBRIDGE NUMBERS AT A GLANCE

**\$190 MILLION**

Appropriated to invest in affordable housing initiatives to date

**\$8.6 MILLION**

Saved on cumulative electricity bills since Community Electricity Program launched in January 2017

**4,000+**

Affordable units completed or preserved with City assistance to date

**\$32.5 MILLION**

Will be spent on affordable housing and homelessness efforts in FY20

**3.5 MILLION**

Pounds composted in FY19 and diverted from landfills

**92%**

of Cambridge residents surveyed in 2018 rated Cambridge as an Excellent/Good Place to Live

- **\$14 million+** invested in IT projects since FY15 to enhance delivery of City services
- **92.25+** miles of bicycle facilities implemented in Cambridge to date
- **1.2 million** items checked out at Cambridge Public Libraries
- **972,339** patron visits to Cambridge Public Libraries
- **9,951** people registered for a new Library card, for a total of 90,832 cardholders
- **5,000+** people engaged through Street Team outreach for Envision Cambridge Citywide Plan
- **1,350** households have received services through the Multi-family Retrofit Pilot Program to date.
- **1,260** pounds of unwanted medication collected at Drug Takeback Events and drop-off locations.
- **1,000+** project ideas submitted for the City's Participatory Budgeting Process
- **1,000** teens participated in Mayor's Summer Youth Employment Program
- **750+** residents/businesses received 100% renewable energy from Cambridge Community Electricity Program
- **570** ideas on how to improve Cambridge bus service collected through MBTA's Better Bus Project.
- **565** applicants housed in Inclusionary Rental Units in the past 5 years
- **450+** participants in Community Bike Workshops
- **300+** new housing units and 2 medical cannabis dispensaries permitted
- **158** new BlueBike docks installed
- **150** metered parking spots were converted into community parklets during PARK(ing) Day 2018.
- **75+** CRLS students created proposals to communicate realities of climate change in Cambridge by 2021 through the annual Glocal Challenge.
- **46** Small Business Grants were provided to local businesses



*Cambridge Recreation's Learn to Skate Program.*



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