



City of Cambridge FY20-21 Combined Annual Report



CITY OF CAMBRIDGE ACHIEVES 2021 WHAT WORKS CITIES GOLD CERTIFICATION

**Cambridge Recognized as One of the Best American Cities
at Using Data and Evidence to Improve Residents' Lives**



What Works Cities Certification, the national standard of excellence in data-driven city governance, evaluates how well cities are managed by measuring the extent to which city leaders incorporate data and evidence in their decision-making.

Cambridge is one of only 13 Gold Certified cities in the nation.

What Works Cities Certification assesses cities based on their data-driven decision-making practices, such as whether they are using data to set goals and track progress, evaluate the effectiveness of programs, and allocate funding. The program also measures whether cities are publicly and transparently communicating about their use of data and evidence.

"This certification represents years of hard work from departments big and small throughout the City to use data to better serve the public."

– Josh Wolff, Cambridge Data Analytics & Open Data Program Manager

"Our increased capacity to use data and evidence in our daily work played an essential role in the past year as the City implemented strategies to combat the COVID-19 pandemic."

– Lee Gianetti, Cambridge Director of Communications



Cambridge City Hall Photo: Kyle Klein

What Works Cities Gold Certification Inside front cover

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About this Report & Photos: This is a combined publication covering two fiscal years, FY20 (July 1, 2019 – June 30, 2020) and FY21 (July 1, 2020 - June 30, 2021) as a majority of this time period was focused on the City’s COVID-19 response effort. Some photos in this annual report were taken pre- or post-pandemic and will include people not wearing face masks.

Cover Photo Credits: Kyle Klein (Skyline), Nikul Patel (Valente Library), Robert Benson Photography (King Open School Complex)

COVID-19 SUPPORT AT A GLANCE

Numbers reflect support through June 30, 2021.

CITY / COMMUNITY FINANCIAL SUPPORT AT A GLANCE

- **\$2.8 Million** City funds for food, lodging, and shelter related to COVID-19.
- **\$5.0 Million** Small Business COVID-19 programs, grants and loans, through Mayor's Disaster Relief Fund, CARES Act, Community Development Block Grants, Cambridge Redevelopment Authority, and City funds.
- **\$2.0 Million** City grants to nonprofits for COVID-19 related services to residents.
- **\$5.9 Million** Direct City support provided through Housing Stabilization Program, funded by CARES Act, the Mayor's Disaster Relief Fund, and Community Preservation Act.
- **\$500,000** City support for Artist Relief Fund through Mayor's Disaster Relief Fund.
- **\$9.3 Million** Additional City funds for School Department for COVID-19 related health safety mitigations, staff, technology, and instructional supports.

\$25.5 Million in direct support to individuals, families, small businesses, arts sector, nonprofit partners

Special thanks to our generous Cambridge residents, corporations, and university partners for **\$5.2 in donations to the Mayor's Disaster Relief Fund.**

When City of Cambridge offices and programs closed on March 15, 2020 to help mitigate the spread of the highly contagious coronavirus that causes COVID-19, no one could have predicted the incredible personal and economic challenges that would result from this pandemic.

From the very beginning of this public health crisis, the City administration sprang into action working collaboratively with

the Mayor and City Council, City departments, the Cambridge Public Health Department, Cambridge Health Alliance, Cambridge Public Schools, community partners, and state government. The immediate focus was on providing critical services to our most vulnerable residents and developing key public health strategies to slow the spread of the virus, while ensuring the City's efforts were aligned with the Commonwealth's response. When necessary, the City initiated stricter mandates to account for Cambridge's dense urban environment.

CITY OF CAMBRIDGE RESPONSE TO COVID-19 PANDEMIC

The COVID-19 pandemic prompted incredible community support and generosity, shared sacrifice, and countless reasons to believe that our City would emerge from this crisis stronger than ever. The pandemic caused thousands of Cantabrigians to lose their jobs, some local businesses closed and, as of June 30 2021, over 6,000 Cambridge residents had tested positive for COVID-19, and 123 residents' lives had been lost to the disease.

Following Cambridge's declaration of a Public Health Emergency on March 19, 2020, numerous directives were issued to protect Cambridge residents' health and well-being. Over the next year, the City launched a variety of initiatives to aid Cambridge residents, businesses, the arts sector, and nonprofit partners in this time of crisis, providing over \$25 million in direct financial and community support. While every effort cannot be highlighted in this document, we hope the bullets below help convey the range of work that occurred and still continues into FY22.



- **Activated the Mayor's Disaster Relief Fund (MDRF)** to support individuals, families, small businesses, and arts organizations experiencing financial hardship and offered assistance in multiple languages;
- **Awarded grants and loans to support small businesses**, including a collaboration with Cambridge Redevelopment Authority (CRA) on a \$1 million zero-interest loan program funded by CRA.
- **Created a Housing Stabilization Fund**, which provided six months of housing assistance and support through a housing assistance line; staff also provided information and conducted outreach on the City's eviction moratorium that protects tenants;
- **Provided grants** to Cambridge nonprofits and the local arts and culture sector to deliver services and meet urgent needs;

The COVID-19 pandemic prompted incredible community support and generosity, shared sacrifice, and countless reasons to believe that our City would emerge from this crisis stronger than ever.

- **Appointed an Expert Advisory Panel** to help guide the public health response;
- Issued a temporary **construction moratorium** to protect worker safety;
- **Waived fees and extended payment deadlines** to provide flexibility to residents and taxpayers experiencing financial difficulties;
- **Created an innovative initiative for local restaurants to supply meals** to people experiencing homelessness;
- **Planned, built, and opened a temporary homeless shelter and quarantine facility** at the War Memorial, which evolved into a new Transition Wellness Center at Spaulding Hospital for over 50 unhoused guests;
- **Partnered with Food for Free** to create a Community Food Line and expanded the Summer Food Program to ensure more children and youth had access to adequate nutrition when school was out;



- **Established a City-staffed phone bank** and conducted outreach to over 10,000 seniors who may otherwise have felt isolated during the pandemic;
- **Virtualized** many Library, Senior Center, and Human Services programs and services.



- **Provided funding for Internet Essential** accounts for qualifying Cambridge Public School families without Internet access at home;
- **Established temporary shared streets** to enable more physical distancing outdoors for people walking, rolling, biking, and driving;
- **Supported expanded permitting of outdoor dining** and funded a patio heater reimbursement program for local food establishments.
- **Created the City Manager’s Small Business Advisory Committee** to guide the City interventions to support small businesses throughout the pandemic and continuing through recovery.
- **Established a City-funded and daily COVID-19 testing program** that administered 175,000 tests through the end of June 2021;

- **Created the Cambridge Pandemic Collaborative** to administer COVID-19 vaccines. Through the end of June 2021, 4,322 people were vaccinated at City-run clinics.

For a comprehensive timeline of the City’s COVID-19 response efforts, visit Cambridgema.gov/COVID19/updates.



Public Health Response. The Cambridge Public Health Department (CPHD) and the City focused on three main strategies to slow the transmission of COVID-19: widely promoting preventive measures, increasing testing and vaccination rates using data mapping, in-person outreach, and mobile clinics; and recruiting more staff to handle case investigations and contact tracing.

Case Investigation and Contact Tracing. CPHD's public health nurses and staff from the Commonwealth's Community Tracing Collaborative (CTC) led a massive effort to stop the chain of transmission of COVID-19. The team reached out to all infected residents (known as "cases") to assess their health, provide guidance about care and safety measures, and collect information about their close contacts whom they may have exposed to the virus. Staff made multiple attempts to reach identified contacts to inform them about their potential exposure and give them instructions on how to quarantine and get tested. By the end of June 2021, the team had completed case investigations for thousands of Cambridge residents and their close contacts.

Information Sharing. Communicating timely information to Cambridge residents was critical. The City aggressively promoted preventive measures—physical distancing, wearing masks, handwashing, and disinfecting surfaces—to slow transmission of the virus.



The City used various communications tools to distribute information including:

- A dedicated COVID-19 website, **CambridgeMA.gov/COVID19**, and **COVID-19 Data Center, CambridgeMA.gov/COVID19/casecount**;
- Daily Updates Newsletter;
- City social media accounts;
- Press releases to local media, businesses, and neighborhood associations;
- Postcards and dedicated publications, some with information in multiple languages mailed to Cambridge households;
- Poster campaigns and signage;
- CodeRED Alerts
- Video PSAs, including Ask the Mayor & Manager series.
- The COVID-19 Call Center responded to thousands of queries
- Cambridge Community Corps



“The Cambridge Community Corps will engage people with strong ties to the city in helping residents come together and support each other at such an uncertain time.”

**— Claude A. Jacob,
Chief Public Health Officer**

In July 2020, the City and CPHD launched the Cambridge Community Corps program to support and encourage residents to adopt safe practices when using city

parks, tot lots, basketball courts, and other recreational areas during the COVID-19 pandemic. To slow the spread of the coronavirus during reopening, corps members spoke to people throughout the city about observing physical distancing, wearing face coverings, and practicing good hand hygiene when outdoors. Corps members also offered hand sanitizer and answered questions about how to stay safe outdoors during COVID-19.

Testing for Most Vulnerable Residents. Early on, City leaders were concerned that residents at highest risk for infection might face barriers to testing and, later, to vaccination. Initially, the most vulnerable residents were those living in long-term care facilities. Through a collaboration with Broad Institute and Pro EMS ambulance service, Cambridge became the first city in Massachusetts to provide onsite testing to every person living in skilled nursing and assisted living facilities, regardless of symptoms. In April and May 2020, the team administered over 2,700 tests to facility residents and staff, identifying infections that might otherwise have gone undetected or undiagnosed. This group also tested people experiencing homelessness before they could move into the City's new Temporary Emergency Shelter at the War Memorial Recreation Center, which opened on April 14, 2020. Those who tested positive were voluntarily relocated to regional isolation sites until they recovered.

Case Data. Behind the scenes, the CPHD epidemiology team tracked and analyzed case data. Epidemiology and City IT staff created charts, tables, and maps that showed infections by age, gender, race, ethnicity, neighborhood, and zip code that were published in the City's COVID-19 Data Center. The race and ethnicity case data told a sobering story: People of color in Cambridge, particularly Black and multiracial residents, were being infected at a much higher rate than White residents. The data led City Manager Louis A. DePasquale to recommend an appropriation to the City Council to provide free testing in neighborhoods and public housing buildings that were disproportionately impacted by COVID-19. On May 19, 2020, mobile testing was launched in the Port neighborhood and Cambridge Housing Authority senior buildings.



Testing Expands to Seven Days. City-funded testing expanded in July, and by November 2020, the City-led Cambridge Pandemic Collaborative (CPC) had stood up four testing sites in East Cambridge, Harvard Square, the Port, and North Cambridge that provided testing seven days a week. Members of the CPC include representatives of the City Manager's Office, Mayor's Office, Cambridge Public Health Department, Cambridge Fire Department, Cambridge Police Department, Pro EMS, Cambridge Housing Authority, Mount Auburn Hospital, CambridgeSide, Trinity Property Management, St. John the Evangelist Church, Cambridge Chamber of Commerce, and the Broad Institute of MIT and Harvard.





After Thanksgiving, COVID-19 cases began to surge again. Members of the City’s Cambridge Community Corps were recruited for door-to-door outreach in neighborhoods with highest infection rates. Many residents in these neighborhoods are low-income, non-

White, and/or do not speak English.

Vaccination Clinics. In January 2021, CPHD and CPC began planning COVID-19 vaccination clinics. For the first few months of the Massachusetts vaccine rollout, local health departments and their partners were only allowed to use state-supplied vaccine to vaccinate specific groups: first responders, clients and staff of homeless shelters, eligible seniors, and others living or working in certain Cambridge Housing Authority apartment buildings, and homebound residents.

By late spring, there was ample vaccine supply to vaccinate other vulnerable populations and the broader community.

By the end of June 2021, CPC had administered over 175,000 COVID-19 tests and vaccinated 4,322 people. At that time, 65% of residents were fully vaccinated and 72% had received at least one dose.

Positive Feedback in 2020 Biennial Resident Survey. The 2020 Biennial Resident Survey asked a series of questions regarding the COVID-19 pandemic. Overall, 81% of respondents rated the City’s handling of the pandemic as “excellent” or “good.” Specific to the City’s performance during the COVID-19 pandemic, 79% of respondents rated public information services as “excellent” or “good,” 75% rated public health services as “excellent” or “good,” and 73% of respondents rated the City’s online/virtual services as “excellent” or “good.” When asked about COVID-19 testing services, 56% of respondents provided a rating of “excellent” or “good,” while 19% “did not know.” Almost three-quarters of survey respondents indicated that they closely follow public health updates and recommendations on COVID-19.

The City will continue to work closely with the Cambridge Public Health Department, Cambridge Health Alliance, business associations, and community, regional, and state partners to continue to mitigate the spread of COVID-19 and keep our community safe. Our collective efforts over the past year contributed to Cambridge consistently having one of the lowest positivity rates among cities in the Commonwealth.

“We believe the positive feedback from the 2020 Biennial Resident Survey reflects our highly capable and extremely committed workforce who worked nonstop to support our residents and local businesses. We would like to thank City staff for their commitment to our community and for the hard work throughout the pandemic.”

– City Manager Louis A. DePasquale

MESSAGE FROM THE CITY MANAGER

A strength of this City is how departments, leadership, and staff work collaboratively with our elected officials. City staff at all levels work diligently to accomplish the policies established by the City Council and provide the day-to-day services that are important to our community. Because of their efforts, 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. The commitment and professionalism of our City staff has never been more evident than over the past 15 months during the COVID-19 Pandemic. This joint Fiscal Year 20 and Fiscal Year 21 annual report reflects the work City staff conducted before and throughout the pandemic.

Since COVID-19 emerged in our community, the City's priority has been to mitigate the spread of the virus and provide critical services to our most vulnerable residents. As we close the FY21 fiscal year, the collective efforts of our public health response which began in March 2020 has resulted in Cambridge being classified as a "grey status," the lowest risk category set by the Commonwealth. For example, as of June 30, 2021, the COVID-19 test positivity rate in the City is 0.05%, 72% of residents have received at least one dose of a COVID-19 vaccine, and 66% of

residents are fully vaccinated. I want to thank our entire team, especially Claude A. Jacob, Cambridge's Chief Public Health Officer, for his unwavering commitment to Cambridge residents during this unprecedented global pandemic.



Photo: Kyle Klein

The City stepped up efforts to help those most vulnerable and impacted by the pandemic. Despite not being in the FY20 or FY21 budgets, the City has provided over \$25 million, related to COVID-19 relief efforts, in direct financial and community support for housing stabilization, the small business community, nonprofit partners, the arts sector, homeless support programs, and Cambridge Public Schools. In addition, the City has waived fees and extended payment deadlines to provide flexibility to residents, businesses, and taxpayers experiencing financial difficulties during the pandemic. I encourage you to read this Annual Report to learn about the

various initiatives and services the City provided to support our community.

As City Manager, I will always look for ways to improve our operations, efficiency, customer service, and outreach, while seeking to build upon the many initiatives underway in the City. In this Annual Report, you will learn about the many accomplishments achieved over the past two fiscal years, and you will see how our City programs are focusing on supporting and improving the quality of life for our residents as well as the economic vitality of the City.

No City in the Commonwealth is as committed to affordable housing as Cambridge. In FY19, in response to stated City Council goals, I committed to double the funding to support affordable housing within 3-5 years. Last year, I announced that we were able to accomplish that within two years through the FY21 budget. I am proud that the FY22 budget adopted by the City Council in June 2021 included \$32 million for affordable housing. The City again committed to using 25% of building permit revenue and other department revenue (\$5,854,158) in capital funding to support the Affordable Housing Trust. The FY22 budget also includes \$12.5 million of property tax revenue for the Affordable Housing Trust, an increase of \$2.5 million from last year, as well as \$13.6 million in anticipated Community Preservation Act Funds. From 2001 through June 30, 2021, the City has appropriated over \$246 million for affordable housing initiatives.

I have lived and worked in Cambridge my entire life, and I know first-hand that we all benefit from a diverse and inclusive community. 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 FY20 and FY21, the City's Anti-Racism, Equity and Inclusion Training Initiatives focused on learning opportunities related to identity awareness, structural racism, and leadership expectations. Additionally, we continued a new project to help increase our workforce diversity and 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.

As someone who spent over 40 years working on maintaining the City's financial stability, I am proud that for the past 23 years we have been awarded a AAA bond rating from the three major rating agencies. This achievement – a team effort between the City Council and administrations past and present – allows the City to invest more money in capital projects like new schools and improvements to our streets and neighborhoods, because of our access to low-interest rates controlling property taxes. In addition, our fiscal management and planning allowed the City to quickly and successfully respond to the economic and operational needs of the COVID-19 pandemic while maintaining the high level of City services our residents count on.

Finally, it is a great honor for me to be able to lead this City that I love. The Mayor has been a true partner with the administration. The Mayor's and City Council's leadership on policy issues and their dedication to Cambridge residents 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 the City is doing. 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.



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.



FY20-21 City Council

Front Row: Dennis J. Carlone, Mayor Sumbul Siddiqui, Patricia M. Nolan, Marc C. McGovern, Vice Mayor Alanna M. Mallon.

Back Row: Quinton Y. Zondervan, Timothy J. Toomey, Jr., E. Denise Simmons, Jivan Sobrinho-Wheeler.

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.

ACCESS TO AFFORDABLE HOUSING FOR ALL

Housing affordability promotes stability for our residents and allows for building the social, economic, and cultural bonds that strengthen a community. Creating and preserving affordable housing remains the City's highest priority. Through FY21, the City appropriated more than \$246 million to invest in affordable housing initiatives. These funds have been used to preserve or create over 3,095 affordable units.

Housing Choice Community. In 2020, Cambridge was re-designated a Housing Choice Community for the second time. The state program recognizes communities that have successfully created new housing and adopted best practices for sustainable growth and policies to promote housing affordability.

Housing Planning. The City advanced a zoning proposal to establish an Affordable Housing Overlay District to facilitate creation of new City-funded affordable housing with relaxed dimensional criteria and as-of-right approvals to help affordable housing providers create new housing. With adoption of the Affordable Housing Overlay in



Homeowner's Rehab, Inc. completed construction of Finch Cambridge, the largest affordable development in the City in over 40 years. Photo by Gregg Shupe.

FY21, staff have been working with affordable housing partners and the community on implementation of the Ordinance and on moving proposals through the public process to ensure consistency with City goals.

Affordable Housing Development. In FY20 and FY21, the City collaborated with local affordable housing providers and Cambridge Housing Authority to create new affordable housing. Highlights included:

- **Finch Cambridge.** The largest new development of affordable housing in Cambridge in 40 years was completed in FY21, and 98 low-, moderate-, and middle-income households are now living in a sustainable, resilient and affordable building on Concord Avenue across from Fresh Pond Reservation. Designed to meet Passive House standards, the highest energy-efficiency and sustainability standards, Finch has received this certification and promises to provide a holistic healthy living environment for its residents through a range of amenities that support mobility, community, and access to nature.
- **St. Patrick's Place.** Reconstruction of 16 affordable units lost at St. Patrick's Place in the 2016 Wellington-Harrington fire, along with rehab of 112 units in the Just A Start Consolidated portfolio was completed in FY20.
- **Frost Terrace.** Construction began in FY20 on 40 affordable rental units at Frost Terrace in Porter Square for occupancy in early FY22.
- **Squirrelwood Apts.** Construction of 23 new affordable rental units within The Port's Squirrelwood development was completed in FY21 as part of a development that will also preserve and rehab 65 affordable units at Linwood Court and Squirrel Brand Apartments for occupancy in early FY22.

- **Rindge Commons.** In FY21, plans were approved for new development of approximately 101 units of affordable rental housing in a two-phased mixed-use development in the Alewife area.
- **2072 Massachusetts Avenue.** A proposal was advanced in FY21 to build 48 units of affordable rental housing near Porter Square.
- **52 New Street.** In FY20, the City financed purchase of 52 New Street for creation of an all-affordable housing development. In FY21, a plan was proposed to build more than 100 units of affordable rental housing in a mixed-use development next to Danehy Park.
- **Walden Square Apts.** A plan was proposed in FY21 to create 103 new units of affordable rental housing at the Walden Square apartment property.
- **Jefferson Park Federal Public Housing Revitalization.** In FY21, after several years of planning, Cambridge Housing Authority proposed plans for revitalization of 175 units at the Jefferson Park Federal Public Housing development in North Cambridge to ensure it continues to provide much-needed affordable housing that will remain financially and operationally viable into the future. CHA's plans also include the opportunity to create more than 100 new affordable units.
- **116 Norfolk Street.** In FY21, the Cambridge Housing Authority advanced a proposal to replace obsolete single room occupancy units with new affordable rental units for seniors in The Port.
- **Broadway Park.** In FY21, a plan was proposed to



Squirrelwood development in the Port.

build 15 affordable condominiums for first-time homebuyers in the Port.

- **Limited Equity Cooperative Housing.** In FY21, funds were committed to a 12-unit City-assisted limited equity cooperative for significant renovation of its historic building.

Housing Preservation FY20 highlights included:

- In FY20, the City agreed on terms and committed funding to preserve 504 rental units at Fresh Pond Apartments, where affordability commitments were set to expire in 2020. Preservation of 338 units was completed in FY20, while plans for the remaining 166 units were finalized in FY21 to close in early FY22.
- With the preservation of Fresh Pond Apartments, the City will have preserved affordability of all 1,094 affordable units identified in 2010 at 10 properties with affordability restrictions expiring before 2021 through collaborative efforts that began in 2011 with residents in each of these buildings, housing advocates, the Cambridge Housing Authority, and several non-profit and private affordable housing providers.

- In FY20, rehab was completed on the 61-unit George Close building in The Port, where preservation was completed in 2018.
- Through the Community Preservation Act process, Cambridge Historical Commission awarded 10 historic preservation grants totaling \$480,600 to local affordable housing agencies and income-eligible homeowners to assist with exterior property restoration.

Inclusionary Housing & Incentive Zoning. In FY20-21, plans for a total of 340 new inclusionary housing units were approved, bringing the total number of housing units completed or now under construction under the City's Inclusionary Housing provisions to more than 1,450.

In FY21, a comprehensive study was launched with the National Initiative on Mixed-Income Communities to evaluate the experience of residents who live in inclusionary housing in Cambridge and identify issues and/or biases faced by residents living in inclusionary housing.

2019 Incentive Zoning Nexus Study, which recommended an increase in the housing contribution rate for new non-residential developments led to the City Council's action to increase this rate to \$20.10 per square foot in FY20. Funding contributions to the Affordable Housing Trust through the Incentive Zoning Ordinance totaled more than \$6.5 million in FY20 and \$10.5 million in FY21.

Inclusionary Rental Housing FY20 and FY21 highlights included:

- Housed 134 low-, moderate-, and middle-income households in affordable rental units through the

Inclusionary Rental Housing program in FY20, and 126 households in FY21. In the past 5 years, 574 households were housed in affordable rental units through this program, which includes over 950 completed affordable rental units at more than 50 properties. More than 350 new affordable units are now under construction.

Homeownership FY20-21 Highlights included:

- Assisted 20 new homebuyers in purchasing affordable homes through the Homeownership Program in FY20-21, including 4 buyers purchasing homes through the HomeBridge program for moderate- and middle-income homebuyers. In FY21, eligibility for HomeBridge was expanded to households earning between 100% and 120% of Area Median Income (AMI). Offering up to 50% of a home purchase price, HomeBridge is available for income-eligible residents looking for homes in the market; purchased homes then become part of the City's affordable housing stock.
- Over 65 residents purchased homes with assistance from the City in the last 5 years, and more than 200 residents have purchased a City-assisted affordable home in the last decade. The City oversees more than 500 affordable homes throughout Cambridge, and when these homes are sold by current owners, new buyers are selected through the City's homeownership resale program.
- In FY20-21, offered 14 Homebuyer Workshops and counseling to over 526 participants.

INVESTING IN OUR COMMUNITY

The City is committed to creating a sustainable and resilient community and has invested over \$500 million in three new school facilities, two of which were completed — the Martin Luther King Jr. and Putnam Avenue Upper Schools and King Open and Cambridge Street Upper Schools and Community Complex — and the final, the Tobin Montessori and Vassal Lane Upper School, is underway. The City and design team at Perkins Eastman continued actively working to address concerns raised at community meetings in early 2020 regarding the amount of open space on campus and the overall projected space for the building, incorporation of underground parking, and plans for early childhood programming. Learn more at CambridgeMa.gov/TobinSchool.

King Open and Cambridge Street Upper Schools and Community Complex opened in October 2019 and houses King Open School (JK-5), Cambridge Street Upper Schools (6-8), Cambridge Public Schools



Administration Offices, King Open Preschool, King Open Extended Day, Community Schools, Gold Star Pool, and Valente Branch Library. The 273,000 square foot complex, which serves as a neighborhood anchor on Cambridge Street, includes two gyms, two basketball courts, a bocce court, five playgrounds, an outdoor splash pad, reading garden, outdoor classroom, and a 380 seat auditorium. The facility was designed to be the first near Net Zero Emissions School in Massachusetts and has already won numerous architectural awards.

New Valente Library. The 10,000 square foot Valente Branch Library, which is part of the King Open Complex, is constructed to produce as much renewable energy as it consumes, includes free wifi, a collection of over 25,000 items, and a multipurpose community room to enable more programming such as author talks, public lectures, and children’s story times. The building features elements of glass that serve as a transparent and welcoming beacon and a pleasant civic plaza along Cambridge Street. Its soaring interior volume is infused with daylight from three sides.

Fire Station Rehabilitation. The City is funding the design and reconstruction of Fire Headquarters, which was constructed in the 1930s, to improve the working and living conditions within this building, as well as several other fire stations. Additional improvements include slab repair at Lafayette Square and Inman Square firehouses, and design and reconstruction of two fire stations at 176 River Street and 167 Lexington Avenue.

Rezoning. In FY21, staff began work with an economic development consultant on zoning analyses which evaluate the total value of the public benefits gained by each zoning

petition against the increased land value from additional development rights. Informed by this evaluation, the Cambridge City Council adopted rezoning of two major sites in FY21: Canal District Kendall, where new development will bring benefits that include an arts & cultural center, a winter market, local contributions, and relocation of an existing gas transfer station on Third Street; and rezoning of MXD/Kendall Square, which will bring new affordable homeownership units and replacement underground parking in conjunction with the construction of an underground Eversource Electrical Substation at the present site of the Kendall Blue Garage.

Alewife District Plan Completed. This plan identifies actionable recommendations to realize the community's vision for a resilient, mixed-use district that retains and expands good-paying, low barrier-to-entry jobs in urban manufacturing.

Foundry Renovation. The City's acquisition of the 37,500-foot Foundry Building at 101 Rogers Street included the stipulation that a minimum of 10,000 SF would be dedicated to community use. The historic brick building is being renovated for use as a makerspace and for job training in STEM fields, and will also include a performance area, a space for artists, a café, classrooms, and more. Due to construction moratoriums during COVID-19 pandemic, the reopening of the Cambridge landmark was delayed.

Port Infrastructure Improvements Project. The City continued work to improve past flooding issues in the Port neighborhood, and completed installation of a 6-ft diameter utility tunnel beneath the MBTA Red Line on Mass. Ave. The tunnel, which will carry stormwater and sanitary sewer flows away from The Port neighborhood

via individual stormwater and sewer carrying pipes, will be connected to existing pipes at Mass. Ave. and Sidney St. This work to connect the pipes was anticipated to begin in Summer 2020, but was delayed due to construction holds during the COVID-19 pandemic. Learn more at Cambridgema.gov/ThePort.

10-Year Sewer and Drain Infrastructure Plan. The City developed a strategic plan to manage infrastructure improvements of the sewer and stormwater mains, manholes, catch basins, pumping stations and Combined Sewer Overflow outfalls that carry waste and stormwater to treatment plants and discharge locations. This 10-year plan helps prioritize construction and rehabilitation of these complex systems. The plan seeks to eliminate sanitary sewer overflow and reduce combined sewer overflow, to help reduce flooding, protect neighborhoods, and address high-risk infrastructure conditions.

Water Main Replacement. The Water Department completed over 10,700 feet (2.03 miles) of water main replacement and initiated the design and preparation for construction of hydroelectric generation downstream of the Stony Brook Dam and at the Weir Chamber in Fresh Pond.

Urban Forestry Initiatives. The City continued to implement the Urban Forest Master Plan which guides the development of Cambridge's tree assets into the future and enables the City to expand the urban forest canopy, be more resilient to climate change, reduce the urban heat island effect, mitigate stormwater runoff, and contribute to community well-being. In FY20-21, 827 trees were planted in public areas.

FOSTERING COMMUNITY & NEIGHBORHOOD VITALITY

The City continued its commitment to fostering a sense of community and inclusivity within its neighborhoods and supporting their continued vitality through renovations to several parks and new walking tours.

Renovations Completed for Graham & Parks School playground on Linnaean Street (FY20) and Clarendon Avenue Park in North Cambridge (FY21).

Off-Leash Program. Following the success of the Shared Use Off-Leash Pilot Program at Sacramento Field in FY20, the City instituted morning shared use hours at the park on an ongoing basis. The City also partnered with Cambridge Redevelopment Authority (CRA) to establish a temporary dedicated dog run in East Cambridge to continue off leash access after the temporary location at the site of the new Timothy J. Toomey, Jr. Park closed for construction. With the completion of the park and its new permanent dog run anticipated in summer 2021, the CRA's 3rd and Binney Street space will once again be made available to food trucks and other community amenities. Learn more: Cambridgema.gov/OffLeash.



Cambridge Women's Heritage Project, a collaboration between resident volunteers and the City's Women's and Historical Commissions, added over 35 biographies, organizations, and stories to the project database, created over 100 social media posts featuring the contributions of women from the early days of Cambridge to the present. Learn more at Cambridgema.gov/cwhp.

Mapping Feminist Cambridge, a series of historic tours focused on the feminist movement in Cambridge from the 1970s–1990s, launched in FY20. From the takeover of 888 Memorial Drive, to the formation of the first domestic violence shelter on the East Coast, to one of the earliest feminist bookstores, to the home of the earliest women's studies courses – Mapping Feminist Cambridge is a vibrant account of feminist organizing and politics. Two main tours, one of Inman Square and one of Central Square, span several organizations and provide context about the movement and its priorities including abortion access, racial equity, women in film and print, healing for survivors, lesbian and bisexual visibility, political collectives, and so much more. Learn more at Cambridgema.gov/MappingFeministCambridge.

Commemorating the Nineteenth Amendment

Centennial. The City marked the 100th anniversary of the 19th Amendment with two initiatives, an event series and a public art piece. The event series included "Claiming Our Seats: Kitchen Table Dialogue on Women's Voting Rights" and "100 Years of Suffrage: 45 Years of Waiting." The Nineteenth Amendment Centennial Committee led the process to commission a public art piece recognizing the role of Cambridge women in the suffrage movement. This process was delayed due to the COVID-19 pandemic and will resume in 2021. Learn more at Cambridgema.gov/19thAmendment.



Engaging Library Patrons. Immediately upon closing its doors during the pandemic, Cambridge Public Library began reinventing services. Contactless pickup connected residents with Library collections and staff completed over 89,394 transactions across five locations. Patrons checked out 363,811 items registered for 3,920 online cards. Takeout technology service (laptops, Wi-Fi hotspots) for use at home totaled 981 checkouts. The Library also hosted over 643 virtual programs for over 12,435 participants, expanded access to digital collections, and provided materials through book giveaways at food pantries and affordable housing sites. Staff responded to approximately 23,109 inquires via phone and email since June 2020.

Celebrating Cambridge History. In FY20-21, Cambridge Historical Commission offered numerous programs on the City's history, including an illustrated talk at Harvard Square kiosk on the structure's complicated history; presentations in East Cambridge about the neighborhood's architectural and development history; and the first Virtual

Open Archives Week. Staff designed and presented a program to a class at MIT on gender and equity issues around street names.

Supporting Immigrant Rights and Citizenship. The Commission on Immigrant Rights and Citizenship (CIRC) worked through its Immigrant Services Liaison to reach out to Cambridge's immigrant communities with information about legal resources, citizenship classes, housing resources, school and afterschool programs. Free monthly Immigrant Legal Screening Clinics were provided monthly through a collaboration with De Novo. During closures due to the COVID-19 pandemic, the clinics were offered virtually.

Harvard Square Zoning. With staff support, the City Council adopted the first major update to Harvard Square Zoning in almost 20 years, promoted by a business/neighborhood coalition with the goal of maintaining character and fostering renewed neighborhood vibrancy.

Harvard Square Kiosk. Renovation of the historic Out of Town News Kiosk, which will be used as a community gathering space, began in May 2021.

Meet Your Neighbor Day. In FY20, Cambridge Peace Commission coordinated the third annual Meet Your Neighbor Day with a record-breaking 27 events and over 500 participants at independently organized gatherings across Cambridge neighborhoods. The initiative encouraged community members to come together and build connections among people who might not meet otherwise. Activities included block parties, picnics, neighborhood kitchens, and park clean-up efforts.

REDEFINING COMMUNITY ENGAGEMENT

This past year, staff from the Department of Human Service Programs (DHSP) delivered services to Cambridge children and families. In March 2020, staff adapted to connect with youth and families by moving programs onto virtual platforms. During summer 2020, DHSP adopted a hybrid approach, combining virtual and field-based outdoor programming. Based on family feedback, DHSP pivoted in autumn to provide Fall on the Fields outdoor activities which engaged 638 young people in grades JK-8.

In winter 2021, DHSP Online provided fun and engaging virtual after-school activities to youth in grades JK-8, and a DHSP Family Support team, in collaboration with the School Department, assisted families in virtual learning and other needs. In April 2021, DHSP resumed robust recreation, arts, and STEAM programming outdoors through Spring in the Sun, which 614 Cambridge youth in grades JK-8 participated in. As summer 2021 kicked off, DHSP was set to offer safe



and engaging programming to JK-8th graders at 5 Community Schools Summer Camps, 3 Pre-Teen/ Middle School Summer Programs, and programming offered in partnership by Cambridge Public Schools (CPS) and DHSP at 4 locations.

Community Engagement Team. During a time when people were forced into isolation, the City’s Community Engagement Team (CET) Outreach Workers learned new skills to ensure they could still connect with the community and provide much needed support to those in need. CET facilitated 10 virtual Parent Talk meetings for parents to connect, share challenges, exchange ideas, and access resources. The Outreach Workers played a crucial role in helping families apply for needed relief.

Family Policy Council / Language Justice. The Family Policy Council’s work has focused on language justice – the right for everyone to communicate, understand, and be understood in the language(s) in which they feel most comfortable. With support from the Language Justice Working Group, which includes City departments, Cambridge Public Schools, and local nonprofits, the Family Policy Council is investigating ways to develop citywide supports and systems to ensure language justice by reducing barriers and providing language access supports and resources to families and providers.

Neighborhood Open House. City Manager Louis A. DePasquale hosted a Neighborhood Open House at Fresh Pond Apartments in FY20 to engage with residents and enable them to meet City leaders in their neighborhood and get access to a variety of City services. An Open House planned for The Port neighborhood was cancelled due to weather.



Participatory Budgeting. The City held an abbreviated seventh cycle of Participatory Budgeting (PB7) in which community members decided how to spend \$525,000 in FY22 capital funds. Due to COVID-19 restrictions, residents were invited to submit ideas online, via email, traditional mail, by phone, and through a drop box behind City Hall. During the January 2021 voting period, residents could vote online in English and seven other languages or call in their votes. Over 7,250 residents voted, the second highest total in Cambridge PB history. pb.cambridgema.gov/.

Envision Cambridge Wins Prestigious Award. The Envision Cambridge citywide plan received American Planning Association, Massachusetts (APA-MA) Chapter's 2019 Comprehensive Planning Award. The award honors a project that strives to create a thriving community and enhance planning through education, advocacy, outreach, and communication. envision.cambridgema.gov.

Cambridge Science Festival. City departments collaborated to host the first virtual Science in the City event in FY21 as part of the Cambridge Science

Festival, engaging with 100 residents through 4 hours of live programming that highlighted cross-departmental City initiatives relating to science. A companion website highlighted additional programs.

Youth Engagement & EF Glocal Challenge. In FY20, City staff assisted 100 CRLS students in developing proposals for how to impact the global water crisis in Cambridge through the 8th annual Glocal Challenge, co-hosted with EF Education First. Staff pivoted programming during COVID-19 to ensure that winning projects could advance virtually; 42 students continued implementation of projects that included an educational campaign for renters on resilience to flooding and an app-based video game about water quality on the Charles River. Another project in FY21 focused on golf course water use and how Cambridge's municipally-owned course can be used as a resource to teach best practices to course managers in the region.

Cambridgema.gov/glocal.

Bike Programs. In FY21, staff organized 46 bike workshops for over 600 youth and adults. New programs included virtual Bike Week contests with 12 students receiving new bicycles for participating and a summer bike camp for kids 10-12. Safe Routes to School program provided classroom and on-bike training to 2nd and 6th grade students at 6 schools in early 2020.

Healthy Aging and Cycling in Cambridge program launched in FY20, helped make cycling more accessible to older adults. Over 100 older adults participated, with many reporting improvements in strength and mobility.

SUPPORTING YOUTH & FAMILIES, SENIORS, VETERANS

The Department of Human Service Program's (DHSP) 7 Preschools were the first programs in Cambridge Public School system to reopen in August 2020. Staff worked tirelessly to meet the Commonwealth's COVID-19 requirements and adapt to health and safety guidelines. DHSP launched an online application system for its Preschool Lottery's 2021-2022 school year. Staff conducted a robust outreach campaign, translating materials into 5 languages, to engage families in the new process and offer application assistance.

Baby University, the Center for Families' intensive family support program, provides families with a 14-week program series, including parent education workshops, parent/child playgroups, home visits, and family support. In Spring 2020, Baby U pivoted programming to virtual platforms, and during the summer and fall months offered in-person, socially distanced programming outside, and virtual home visits.

Center for Families (CFF) offered virtual programming, including parent support groups, educational workshops, and parent/child activities. When weather permitted, programming was held outside in adherence to COVID-19 safety guidelines. CFF also created and distributed book/supply kits for families through giveaway events in housing developments, pick up from 51 Inman Street, or drop-offs to families' homes. Staff distributed essential supplies to families, including diapers, winter gloves, and clothing.

Early Literacy. To support parents in talking and reading with young children, the Agenda for Children Literacy



Initiative's Let's Talk program distributed 14,780 books. Pre-pandemic, staff visited 453 families with young children; led 34 workshops for parents and child care providers; organized StoryWalks and play groups for children; and co-organized Family Literacy Fun Day and the sixth season of Cambridge Book Bike. During the pandemic, staff co-led 17 virtual workshops and 11 discussion groups for 353 parents; sent weekly emails with at-home activities to 115 families enrolled in community playgroups; and held 26 virtual story times with 340 children.

Cambridge Dads. To support fathers in taking an active role in parenting, Cambridge Dads program hosted 22 family events for 228 men and 326 children, and 20 events for just dads; organized a 12-week "Nurturing Fathers" workshop series; and hosted Basketball for Dads, a series promoting active living and self-care. Cambridge Dads is a partnership of the Agenda for Children Literacy Initiative and the Center for Families.

Teen Programming. In FY20-21, Cambridge Youth Programs' Teen Internships served, supported, engaged, and uplifted over 250 youth in a virtual world. The internships, including "Boys II Men," "Community Leaders," and "Virtual Voices," focused on leadership

development, creativity, connection, and self discovery; through these opportunities, young people were given a community during a time when making connections was difficult.

Supporting Providers. Cambridge Agenda for Children Out of School Time (AFCOST), a collaboration of DHSP, Non-Profit Community Programs, and the Cambridge Community Foundation, pivoted to adjust to disruption in Out of School Time (OST) program delivery, youth and family engagement, and professional development during the COVID-19 pandemic. AFCOST engaged over 300 OST professionals in 60 programs, including a Liberation for Leadership series and a Youth Leadership Advocacy series. AFCOST also offered a symposium, Reimagining OST and Innovating into the Future, which included workshops, trainings, and presentations, and the panel Uplifting Black and Brown Leaders, Youth, and Families. AFCOST is focusing on outreach through their campaign Parent Voices: Committing to Racial Equity.

Connecting with Seniors. Cambridge Council on Aging (COA) offered virtual classes and services to 1,000 seniors and registered 115 new seniors in their database. At the beginning of the pandemic, COA staff conducted weekly wellness check-in calls that helped many seniors combat social isolation during the pandemic. The COA Executive Director sent a weekly pre-recorded phone message to 1,186 registered seniors with updates about local resources and services. When COVID-19 vaccines became available, COA worked collaboratively with community partners to contact seniors, especially those who were home bound or considered most at-risk, to help them register for appointments.



Gold Star Pool reopened in August 2020 following renovations that included a zero gravity entrance for people of all abilities, beginner and lap pools, and a pool heating system that enabled the facility to stay open later in the season.

Cambridge Commission for Persons with Disabilities (CCPD) provided information to residents with disabilities, including COVID-19 updates and resources. CCPD continued to support City departments in providing accessible and inclusive programs and services during the pandemic.

Improved Find It Cambridge Site. The online resource, finditcambridge.org, which connects Cambridge residents to activities, services, and resources, was revamped and now adapts better to mobile devices.

Remembering Our Veterans. The Veterans' Services Department in collaboration with 22-CityView hosted virtual Memorial Day Observances in FY20-21 to honor veterans. The special videos feature City leaders sharing messages of thanks and proclamations for Memorial Day.

EDUCATIONAL SUPPORT & WORKFORCE DEVELOPMENT

The **Birth to Third Partnership**, established through the City Manager's Early Childhood Task Force and jointly led by the School Department and Department of Human Service Programs (DHSP), supported intensive quality improvement work with Cambridge community preschools and family childcare providers the past few years. The City invested over \$1.1 million in scholarships that enabled over 50 low-income children to attend high quality preschool programs in FY20.

The Partnership continued its scholarship programs for three and four year-olds from low-income families, expanded its intensive program quality improvement system for community-based early learning centers, supported 11 home-based child care providers in their quality improvement efforts, and expanded free professional development workshops and college courses for teachers in Cambridge early learning centers. Birth to Third also hosted the Week of the Young Child, consisting of professional learning opportunities, interactive workshops, and networking events for early childhood educators, including administrators, teachers, family childcare providers, and families supporting their children's learning at home.

The STEAM (Science, Technology, Engineering, Arts, and Math) Initiative continued work to strengthen, support, and connect existing programs and identify any programming gaps through collaboration with others. In partnership with the Cambridge Public Library, the Initiative helped develop CPL's STEAM@Home kits for young people in early childhood (Pre-K- grade 2) and upper elementary schools (grades 3-5). Cambridge

STEAM Initiative also hosted monthly STEAM Community of Practices spaces for Out of School Time (OST) educators focused on programming supports, networking, and problem solving drop-in "office hours." These opportunities were created to support both virtual and live programming and help participants recognize the STEAM Habits of Mind that they were integrating into their programming spaces.



Realizing that CRLS Biology students would not have access to microscopes during remote learning, STEAM reached out to Biology teachers at Cambridge Public Schools to offer free Foldsopes, personal paper microscopes, for their virtual Biology classes. Three of the teachers are integrating them into their curriculum this year. As a part of this collaboration, they helped recruit a student who is interested in developing Foldscope activities for Grades 4 and up for a MSYEP internship with the STEAM Initiative this summer.

The Family Policy Council is supporting the Cambridge STEAM Initiative to lead the Math Matters for Equity project, a collaboration with MathTalk, the Young People’s Project, and Tutoring Plus, community-based organizations with expertise in math and STEAM education, with a long history of serving families and young people through the lens of racial justice.

Virtual Summer Jobs for Teens. After uncertainty during spring 2020 about whether it would be possible to operate the Mayor’s Summer Youth Employment Program (MSYEP), staff in DHSP’s Office of Workforce Development (OWD) quickly mobilized to organize an almost entirely remote summer jobs program for Cambridge teens. Staff transitioned to a new online enrollment system, Trax, to support youth in applying and completing paperwork online. In order to follow COVID-19 health and safety guidelines, staff also had to recruit new, virtual worksites to host MSYEP participants and adapt programming to accommodate remote work. Despite these challenges, over 700 youth participated in 6-weeks of skill-building, employment, and enrichment activities.

Rehab Training Opportunities were provided to 15 at-risk youth through Just a Start’s Youthbuild program.

The College Success Initiative (CSI), a citywide consortium of non-profit, City, public housing, school district, and higher education partners, is committed to advancing the six-year college completion rate of students underrepresented in higher education, including American born Black and Latino students, students of color, immigrant students, those who are the first generation



Virtual Voices

in their families to attend college, and students from households with limited incomes. In FY21, CSI coaches never stopped offering supports to students, meeting multiple times over Zoom to complete enrollment, financial aid verification, or other routine tasks. For incoming freshmen, they helped students address the stressors of starting their college careers by connecting to classes from home.

Cambridge Works’s 24th Cycle was abruptly cancelled in March 2020 due to COVID-19, just as the cohort finished their weeklong orientation, leaving participants worried and disappointed. After spending the summer supporting the City’s disaster relief efforts, OWD staff resumed virtual operation of the Cambridge Works program in September 2020. The original class was invited to return, and many participants were able to re-join. Staff managed to secure in-person worksites (including many in private industry) at a time when jobs were scarce.

Next Up Program. OWD recruited participants for the January 2021 cycle of Next Up, a program that helps young adults figure out their next steps in building a career through paid employment, career exploration and skill-building opportunities. Through virtual classes and coaching sessions, along with a mix of in-person, virtual, and hybrid internships, staff provided a small community for young adults who were deeply affected by the pandemic. For some of them, this program was the first time they were engaged with their peers and trusting adults in nearly a year.

Cambridge Employment Program, a part of the Office of Workforce Development (OWD), created a virtual resumé service to respond more quickly to residents' employment-related needs. Residents met virtually with a career counselor to complete a resume and cover letter, engage in job search activities, or prepare for an interview. OWD also engaged more deeply with the City's partner agencies, including the Cambridge Housing Authority, Margaret Fuller Neighborhood House, Just-A-Start and others. To respond to community needs, OWD staff compiled a curated list of resources available to residents that included where to get food and how to apply for rental assistance. The list also highlighted virtual training programs and programs to bridge the technology gap.

The Community Learning Center (CLC) continued to support adult learners in pursuit of their education and career training through 76 virtual classes. With support from the Cambridge Public Library, Massachusetts Department of Elementary and Secondary Education

(DESE), Metro North Employment Board, MIT, and Cambridge Community Foundation, CLC provided the majority of its students with necessary technology, including Chromebooks and hotspots, so they could continue their education online.

On June 17, CLC held a virtual ceremony for 82 adult learners who graduated from its programs, including English Speakers of Other Languages, Certified Nursing Assistant, Bridge to College, and Adult Basic Education (HiSET / GED Preparation). The event also honored 9 adult learners who became US citizens this past year with support from the CLC's New Citizens class which prepares students to take the US Citizenship Test. The Friends of the CLC also awarded scholarships to 18 outstanding graduates to continue their studies in college in the fall.



EMBRACING INNOVATION & TECHNOLOGY

When City offices closed in March 2020, the Information Technology Department (ITD) rapidly deployed services and technologies to ensure that departments could effectively respond to the COVID-19 crisis and keep core services and operations going while working remotely. ITD worked closely with the City Manager's Office, Public Information, and Health Department to develop a COVID-19 website to host important information and guidance for residents and businesses, and a COVID-19 Data Center with analytics and visualization about the pandemic's spread, and also set up automated updates to the City's case count and Mayor's Disaster Relief Fund. Staff worked to quickly enable the City Council and 40 City Boards and Commissions to conduct over 500 online meetings.

IT Strategic Plan. Implementation of this Plan has guided decision-making for information technology investments through the deliberation of three governance groups: Strategy & Innovation Committee, Tactical Operations Committee, and Portfolio Management Group.

Cambridge's successful submission for What Works Cities Gold Certification is the culmination of a multi-year effort by the IT Department in collaboration with other City departments to implement the latest practices and technologies for data-driven decision making.

GIS Highlights. Improvements were made to GIS services, including the 3D program page including incorporating new data on building details, tree heights, and new built landscape elements such as bridges. Learn more at Cambridgema.gov/GIS/3D/webscenes. In FY20-21, staff integrated new base map and aerial photo data,

acquired a new leaf-on LiDAR dataset for environmental projects such as tree canopy, climate vulnerability, and stormwater modeling, and developed new interactive maps for Vision Zero Speed Zones, Open Art Studios, Historical themes, and PARK(ing) Day.

Strengthened Network Cybersecurity. In FY20-21, the City's Firewall systems were upgraded, VPN to was established and cloud-based infrastructure was expanded. Additionally, the City implemented improved disaster recovery, storage, and archiving technologies. Rollout of Multi-Factor Authentication (MFA) for City users will help prevent unwarranted access to City IT systems and information. Enhanced Email Cybersecurity protection will also help reduce incidence of malware and add increased protection against phishing attacks.

Project Management. The ViewPoint Permitting and Licensing system was enhanced in FY20 with over 75 public facing record types; a document management pilot program to reduce use of paper and ease workflow was also completed.

Data Analytics and Open Data. A Data and Analytics Manager role was established in FY20; the Manager collaborated with the Public Works Department and Johns Hopkins on a large-scale analytics project to improve recycling operations, published an interactive online training for residents, and expanded available open data to 280 data assets.

New Technology Training Portal enabled City employees to participate in remote training.

COMMITMENT TO PUBLIC SAFETY

In FY20-21, Cambridge Public Safety agencies attained new milestones and launched new initiatives. Cambridge Police Department (CPD) remained on the cutting edge of police reform after enacting new policies, orders, and initiatives in 2020-2021, including:

- A policy prohibiting all members of CPD from acquiring, possessing, discharging, and/or authorizing discharge of tear gas or any other related chemical weapon.
- A general order that requires “all sworn members of CPD present at any scene where physical force is being applied, to either stop, or attempt to stop, another member of the Department when force is being unreasonably applied or is no longer required.”
- In collaboration with the Domestic and Gender-Based Violence Prevention Initiative published the *Guide for a Trauma-Informed Law Enforcement Initiative*, a new resource to help police departments and municipalities nationally implement a trauma-informed training and education program.
- Published a “Police-Based Juvenile Diversion” resource to help police departments and municipalities nationally implement pre-complaint juvenile diversion programs.

Crime Rate. The City of Cambridge experienced the lowest serious crime index totals in over 55 years in 2019. Despite an 8% increase in 2020, crime index totals remained below 2,500 incidents for the fourth time in over 50 years.

Police Cadet Program. In FY20, six candidates participated in the first Police Cadet class in over 30 years. The program offers on-the-job and classroom training. Cadets are required to make a two-year commitment.



Despite the pandemic, Cambridge-Northeastern Police Academy graduated one of its most diverse classes in June 2021.

Cambridge-Northeastern Police Academy. In FY20-21, two diverse classes totaling 48 new police officers graduated from the academy. The 20-week instruction included recruits that went on to serve Cambridge Police Department and other agencies in Greater Boston Area.

Youth Fire and Police Academies. In FY20, 42 participants graduated from Cambridge Police and Cambridge Fire youth academies through the Mayor’s Summer Youth Employment Program. The programs, which provide 120 hours of instruction, serve as a valuable recruitment tool and improved relationships with Cambridge youth.

Class 1 Fire Department. In FY20-21, Cambridge Fire Department (CFD) responded to a combined total of 28,033 emergency incidents which generated 60,784 responses by fire companies. These included 134 structure fires, 1,590 inside fires, 1,895 fire of all categories, and 12,656 emergency medical calls.

CFD Bike Team was deployed in Central and Harvard Squares, City parks, and neighborhoods on Friday and Saturday evenings in early FY20.

911 Calls. In FY20-21 Cambridge Emergency Communications responded to a combined 106,842 emergency calls and texts and 157,514 non-emergency calls.

State911 Bypass Pilot. In FY20, Cambridge Emergency Communications Department (ECD) participated in an 8-week trial program for the State 911 Department. All calls with a mapped Cambridge location were routed directly to Cambridge, bypassing the State 911 center, for faster resolution of cell phone calls. Following the successful pilot, ECD began receiving all wireless 911 calls with a mapped Cambridge location.

Digital Evidence Management System. ECD implemented an automated Digital Evidence Management System, which increased efficiency and productivity in public safety operations, improved managed access to evidence, and assisted Police Investigators with collection, analysis, and evidence sharing.

Training Summit. In FY20, ECD co-hosted the Massachusetts Training Summit on large scale/long duration incidents and helped develop a curriculum and training for dispatchers across Massachusetts.

DGBVPI 5 Year Anniversary. In FY20, the Domestic and Gender-Based Violence Prevention Initiative (DGBVPI) celebrated five years of collaboration and programming

with community partners to prevent and respond to domestic and gender-based violence in Cambridge.

Youth Engagement. In collaboration with Mending Cambridge, DGBVPI conducted a workshop for 30 teens on developing healthy relationship skills to prevent teen dating violence. In partnership with Boston Area Rape Crisis Center, staff trained youth-serving adults and worked with Cambridge Youth Programs to integrate more prevention programming. In FY21, My Brother's

Keeper (MBK) Cambridge Task Force, in partnership with the City, launched a new 4-week Summer Empowerment Program for a diverse and gender-balanced cross-section of 50 Cambridge youth.

DV Webinars. In FY21, DGBVPI hosted two webinars on "Creating Pathways to Justice for Black and Brown Survivors of Domestic Violence." The first webinar

addressed the unique paradox for Black and brown women: the fear of unjust harm to their partners by police and concern that the justice system does not sufficiently prioritize intimate partner violence/sexual violence. The second webinar focused on domestic and sexual violence advocates in Cambridge and offered a framework for creating practical anti-oppressive advocacy strategies in everyday work with survivors.



CFD staff working COVID-19 Vaccination Site.

PROMOTING COMMUNITY HEALTH

City departments and the community are genuine partners in improving health in Cambridge. The City's public health agenda is led by the Cambridge Public Health Department (CPHD), a nationally accredited health department.

COVID-19. The Health Department was integral to the City's local response to the pandemic (see the COVID-19 section for public health highlights).

Community Health Assessment and Community Health Improvement Plan. The Health Department published its second citywide Community Health Assessment in July 2020 that reflected findings from a large community survey, focus groups, and health data analysis. The assessment informed the City's second five-year Community Health Improvement Plan (2021-2025) that is focused on three priority areas: community and social resilience; healthy eating and active living; and mental health. Health equity and racism are cross-cutting themes. The formal plan will be published in summer 2021.

Clinical Services. The Health Department has statutory obligations to prevent and control communicable disease in Cambridge. During the COVID-19 pandemic, public health nurses followed up with 1,404 COVID-19 cases. In FY21, staff followed up on 70 (non-COVID) disease reports (compared to 145 in FY20), administered 2,542 flu shots (a 300% increase from FY20) at indoor and outdoor public flu clinics, and managed 1,094 visits from patients with latent or active tuberculosis (compared to 1,749 in FY20).

School Health. In FY21, students in Cambridge Public Schools (CPS) made 7,323 visits (compared to 33,580 in FY20) to CPHD's school nurses for illness, injury, medication administration, and medical procedures. The nurses also provided 61,674 COVID-19 tests to staff and students this past school year. In FY20, the Healthy Smiles program provided dental screenings to 1,465 CPS students in participating grades, of whom, 26% were referred for treatment. In lieu of screenings in FY21, the program developed oral health virtual lessons, gave out toothbrush bags to over 2,200 students, and called over 600 families to offer pandemic-related dental health advice.

Healthy Eating & Active Living. During the COVID-19 pandemic, CPHD responded to increased food insecurity by regularly updating and sharing information about food pantries and free meal programs. Staff also facilitated a collaborative effort in which contact tracers worked with Cambridge Economic Opportunity Committee (CEOC)



2020 Cambridge Flu Clinic

and Food for Free to have food boxes delivered to low-income residents in quarantine or isolation, and coordinated a similar effort with Cambridge Fire Department and CEOC to secure supermarket gift cards from the Massachusetts Emergency Management Agency (MEMA) for this population. In addition, the Cambridge SNAP Match Coalition gave out \$23,687 in matching funds in 2020 to help low-income residents purchase food at three farmers markets.

The team also developed guidance for safe food shopping, food pantry operations, and child care programs; produced widely shared weekly nutrition and physical activity materials and activities for families at home; and developed easy-to-read COVID-19 content and messaging for community partners to share with their clients. Finally, CPHD awarded \$15,000 over two funding cycles to local organizations to develop healthy eating and active living activities.

Opioid Overdose Prevention. City and community partners worked collaboratively to address issues related to substance use disorders and opioid-related overdoses. The opioid overdose death rate in Massachusetts was fairly stable over the past several years, with about 2,000 deaths reported annually from 2016 through 2020.



There were 13 fatal opioid-related overdoses among Cambridge residents in 2020, according to state data. Staff conducted a total of 35 in-person (pre-pandemic) and virtual overdose prevention and response trainings in FY20-21. The Substance Use Advisory Committee, established by the City Manager, made naloxone more widely available in City buildings prior to the pandemic. The committee will resume its work in fall 2021.

Mental Health Awareness. CPHD launched a mini-grant program in 2021 that awarded a total of \$6,000 to six Cambridge organizations to develop projects that promote youth mental health and wellness. For Mental Health Awareness Month in FY20-21, CPHD teamed up with the Mayor’s Office on activities, including four virtual panel discussions on the impact of COVID-19 on the mental health of people of color, children and seniors; a virtual event on suicide prevention; lighting up City Hall green; and the publication of a newspaper op-ed.

The Men’s Health League co-sponsored several virtual community forums on race and health. “The Color of COVID” explored why and how COVID-19 exacerbated racial health disparities in Cambridge and two “Pathways to Justice” webinars examined the paradox of Black and Brown female survivors of domestic violence navigating a justice system they may mistrust and fear. During the pandemic, staff also made wellness calls to program participants and hosted virtual discussions on men and mental health, telehealth, nutrition, chronic health issues, and options for receiving medical care.

ENVIRONMENTAL SUSTAINABILITY

Cambridge exceeded its goal of reducing trash by 30% by 2020, with a 32% reduction in early FY20. Cambridge households produced 15.6 pounds of trash weekly, compared to 22.8 pounds in 2008.

Small Business Recycling Program expanded free, twice weekly pickup to 190 businesses.

Mattress Recycling Program. In FY20, the City partnered with UTEC, a nonprofit organization serving proven-risk young adults, to provide free weekly curbside mattress and box spring recycling services seeking to divert approximately 5,000 mattresses annually from landfills.

Healthy Forest Healthy City Initiative, released in FY21, increases awareness of the benefits of the urban forest and engages the Cambridge community to take action. The Initiative came out of the development of the City's Urban Forest Master Plan (UFMP) a strategic plan to evaluate, maintain, and expand the urban forest canopy while being more resilient to climate change, reducing the urban heat island effect, mitigating stormwater runoff, reducing nutrient runoff, and contributing to community well-being. The City's efforts to reduce canopy loss and increase canopy growth will be guided by a focus on equity, shared responsibility, and resilience.

Resilient Cambridge Plan, a roadmap to help make the city



more resilient to climate change, was released. Action strategies are organized into four categories (Closer Neighborhoods, Better Buildings, Stronger Infrastructure, and Greener City) that complement each other and work together to adapt Cambridge's social and physical systems to make the community more prepared for and resilient to increasing risks from heat and flooding driven by climate change. The Plan includes Climate Resilience Toolkits for renters, homeowners, small businesses, and large organizations.

Visit Cambridgema.gov/resilientcambridge.

The **Climate Resilience Zoning Task Force** developed recommendations on how to amend the Zoning Ordinance to include climate resilience measures; zoning language will be drafted for adoption in FY22.

Net Zero Action Plan 5-Year Review. In FY21, the City's Community Development Department (CDD) led a comprehensive 5-year review of the Net Zero Action Plan,

Cambridge's climate action plan for buildings adopted in 2015, to evaluate its impact to date, integrate equity considerations, and recommend updates. This review process was driven by a City Manager-appointed Task Force representing building stakeholders across the community, that refined and prioritized potential action adjustments in energy efficiency, new

construction, and energy supply working groups. In FY21, key plan activities included a technical and

economic feasibility assessment of net zero emissions standards for new small residential buildings, expansion of services to support renter and low-income energy retrofits, and initial engagement around a community-based resilient microgrid system.

Net Zero Action Plan: New Building Performance.

In FY20, advanced amendments to Article 22 of the zoning ordinance to increase environmental performance of new buildings and remove barriers to increased exterior insulation. Major new development is required to meet LEED Gold, Passive House, or Enterprise Green Communities standards and must describe a plan to transition to net zero greenhouse gas emissions.

Building Energy Use Disclosure Ordinance. Staff provided assistance and compliance monitoring for this Ordinance which requires submission of annual energy and water consumption data for 1,100 large buildings, representing 80% of building GHG emissions in Cambridge.

Building Energy Retrofit Programs. With Eversource, launched new program to assist owners of large buildings (25,000+ square feet or 50 units) to access utility incentives and implement comprehensive energy efficiency retrofits. This past year, the Multifamily Retrofit Program supported 100 apartment/condo buildings with energy projects, serving over 1,100 households.

Energy Efficiency Services. CDD partnered with All In Energy to launch a new outreach program for 1-4 unit buildings to address energy burden and equity gap renters face when accessing energy efficiency improvements. This partnership provides job training for people of color, immigrants, and others traditionally underrepresented in the green economy.

Cambridge Community Electricity. In January 2021, the City announced a 3-year renewal of its community electricity aggregation program, which supplies electricity to over 35,000 residents and almost 5,000 businesses, and has saved customers almost \$10 million since its inception in July 2017.

Green Energy Analysis Zoning Petition adopted in February 2021, requires that new development conduct a feasibility study on building without use of fossil fuels, which provides extra support for meeting City sustainability targets.

Green Roof Zoning Petition adopted in May 2021, requires that new construction over 25,000 square feet incorporate a green roof system or, subject to Planning Board review and approval, contribute to a fund earmarked for assisting Cambridge homeowners with energy retrofits.

Sunny Cambridge. Over 90 property owners received technical support through this online solar marketplace. Since 2016, over 650 people have participated, resulting in 98 new solar installations.

Cambridge Clean Heat, a clean heating and cooling online platform, was launched in FY20 to help residents and businesses convert from fossil fuel heating to electric heating, cooling, and solar hot water.

Electric Vehicle (EV) Expansion. With capital funds augmented by Eversource's Make Ready EV infrastructure program, the City installed 7 new EV chargers (each able to charge 2 cars) in municipal parking lots.

ENCOURAGING ARTS & ECONOMIC VITALITY

Cambridge Arts STREAM Festival. Due to COVID-19 closures, Cambridge Arts converted the Cambridge Arts River Festival in June 2020 to the Cambridge Arts STREAM Festival to virtually present and celebrate over 100 local artists, arts organizations, and retailers. Participating artists were acknowledged and paid. Additionally, to support artists during the pandemic,



\$20,000 from the Cambridge Arts budget that would have been used to produce the festival was combined with other designated financial support for citywide arts and culture related events to establish a Cambridge Artist

Relief Fund. This fund, established through an innovative partnership between the City of Cambridge and Cambridge Community Foundation, raised over \$260,000 and stood out as one of the first and longest running Artist Relief Funds in the Commonwealth, providing direct financial support to over 200 individuals/ households and 30 local arts/cultural organizations in Cambridge.

Cambridge Arts & Cultural Capital Fund. In October 2020, the City of Cambridge and Cambridge Community Foundation again joined forces to launch a new Cambridge Cultural Capital Fund, which included over \$600,000 in designated financial support for urgent needs in the

local arts and culture sector, and began development of a long-range endowment to support and address those needs and strengthen resiliency within the local arts ecosystem.

Cambridge Arts Grant Program (\$350,000). Cambridge Arts received a dramatic increase in municipal funding to support the Cambridge Arts Grant Program in FY21. That funding, along with support from Massachusetts Cultural Council, Cambridge Community Foundation, and Curious George Fund, allowed Cambridge Arts to restructure its grantmaking opportunities and introduce new grant opportunities including: Art For Racial Justice, Port Neighborhood Creative Placemaking/keeping, Organizational Investment, and Local Cultural Council grants. Following an extensive community-based review process, 43 projects, 9 artist/arts organizations, and 11 organizations received funding.

Gallery 344 & Exhibition. With the closure of Gallery 344, *“Tra•Verse: A Poetic Journey”*, an exhibition of the City’s celebrated Sidewalk Poetry Program was presented virtually.

Small Business COVID-19 Support. Through FY21, the City awarded \$5 million in COVID-19 related financial support, grants, and loans to the small business community. Money was distributed via: \$900,000 from Mayor’s Disaster Relief Fund; \$1.7 Million from Cambridge Redevelopment Authority Zero-Interest Loan program; and a combined \$2.4 million from City funds, Community Development Block Grant Funds and Federal CARES Act funds administered through the City of Cambridge Relief, Recovery, and Winter COVID-19 Grant Programs.

Business Development Workshops and Coaching.

In FY21, CARES Act funding was used to create new business development workshops on COVID-related challenges. CBDG-eligible participants received a one to one coaching session. City staff also offered bimonthly Small Business Office Hours to address questions on safety protocols and business reopening.

Small Business Advisory Committee. In FY20, the City Manager appointed a Small Business Advisory Committee that represented Cambridge business associations to collaborate with Cambridge Public Health Department, the City's COVID-19 Expert Advisory Panel, and the Commonwealth's Reopening Advisory Board to provide expert advice to assist small businesses during the pandemic and beyond. The Committee offered recommendations and guidance on how to safely reopen businesses, and catalyzed initiatives for recovery such as outdoor dining support and targeted marketing campaigns (e.g. "Project Neighbor – Hello Again" and "Pick It Up, Cambridge").

Small Business Challenge. Cambridge businesses, business associations, and groups of neighborhood businesses could apply for one-time grants between \$1,000 and \$6,000 to improve design, promotion, and business resilience in a commercial area.

New Cambridge Black, Indigenous, People of Color-Owned (BIPOC) Business Advisory Committee was established to work with City staff to develop recommendations on how the City can better assist BIPOC-owned businesses. The Committee will be a sounding board for ideas on strengthening the City's

outreach efforts, information-sharing, business programs and policies, and overall relationship with local BIPOC-owned businesses.

Cannabis Delivery Businesses. New zoning amendments were adopted to permit and regulate businesses that deliver cannabis products directly to customers' homes, to ensure consistency with policy and priorities established for this emerging sector. The amendments establish two new land uses – Cannabis Courier Establishments and Cannabis Delivery Operators, based on the approved amendments to the Cannabis Control Commission (CCC) regulations.

Food Business Incubator Program. In FY20, the City launched a Food Business Incubator Program following the success of the Food Truck Program, which offered technical assistance and other resources to Cambridge food businesses, focusing on women- and minority-owned businesses and first-time food entrepreneurs.

Tourism, Economic Development and Arts Committee. In FY20, City departments partnered with Cambridge Office for Tourism to support arts, tourism, and economic opportunity. The group collaborated on Economic Development programs like the Vacant Storefront Design Contest, the Small Business Challenge, Small Business Saturday, the Small Business Advisory Committee, and other programs that support resilience of commercial districts.

TRANSPORTATION & MOBILITY

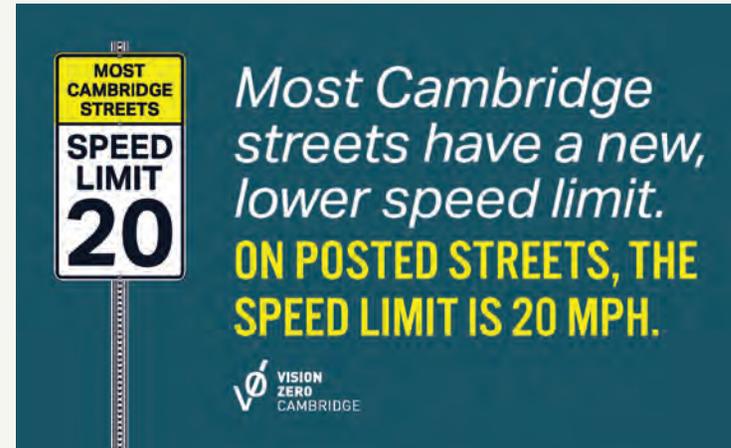
Inman Square Intersection Improvements project entails a redesign aligned with the City's Vision Zero commitment to eliminate serious injuries and fatalities and includes more crosswalks, protected pedestrian signal phases, separated bike lanes, improved bus stop locations and routings, and pedestrian plaza amenities.

20 MPH Streets Citywide. As a part of the City's Vision Zero efforts, the speed limit was reduced to 20 mph on most Cambridge streets in FY20.

River Street Reconstruction project entails full reconstruction of River Street, including Carl Barron Plaza. City staff held virtual meetings to continue work, including 25% design open houses for the corridor and Carl Barron Plaza. Corridor design includes a separated bicycle facility, regulated parking, more pedestrian crossings, a bus-only lane to improve reliability for MBTA buses and other buses/shuttles, new street trees and planting areas, and an enlarged pocket park.

Grand Junction Multi-Use Path will run alongside existing railroad tracks in Grand Junction corridor from Boston University Bridge to Somerville and will include lighting, landscaping, and Percent for Art project. Despite delays due to COVID-19, City staff conducted virtual meetings to keep the process going and worked to ensure that the option to provide two-way passenger transit service and servicing of adjacent buildings can be accommodated in the future.

Watertown-Cambridge Greenway, a 1.25-mile multi-use path along the former B&M Railroad ROW, is under construction overseen by DCR and scheduled for completion in 2021.



Traffic Calming Projects Completed on Dudley, Parker, Healy, Sixth, and Thorndike streets, and on Huron and Riedesel avenues.

Main Street Separated Bicycle Lane. Several City departments worked with Massachusetts Department of Transportation to install a separated bicycle lane on Main Street, from the point where Main Street and Broadway merge, to the beginning of Longfellow Bridge to help enhance safety of cyclists and reduce vehicle speeds approaching the bridge.

Separated Bike Lanes completed in 2020 included: portions of Harvard Square (near kiosk); Inner Mt. Auburn and Quincy/Bow/DeWolfe streets (as well as contraflow lane and bus queue jump lane); Somerville Ave (Porter Square area). Due for completion in summer 2021: mid Mass Ave, from Inman to Trowbridge streets.

Cambridge Bicycle Plan 2020 an update to the 2015 Cambridge Bicycle Plan: Toward a Bikeable Future was released. The Plan lays out a vision for the City, with the guiding principle to enable people of all ages, abilities, and identities to bike safely and comfortably throughout Cambridge.

Bike Parking. In FY20-21, approximately 290 bike parking racks, 4 year-round bike corrals, and 11 seasonal bike corrals were installed to meet growing demand. More than 3,000 well-utilized bike parking racks have been installed in the public right of way to date.

New Citywide Bicycle Count App and Open Dataset web app provides tools to visualize, analyze, and download data from Cambridge's 12 citywide bicycle counts since 2002. It also includes an animated map showing growth of Cambridge's bicycle facilities from 2004-2020.

Bluebikes Milestones. In FY20-21, new stations were installed at: Discovery Park; Cambridge St at Berkshire St; Graham & Parks School; Smith Place; MIT SOMA (2); Main/Galileo Way; and 955 Main Street; also, Kennedy-Longfellow School and station at One Broadway was expanded. Installations due to be completed in July 2021 included: Cambridge Highlands (Concord Ave and Spinnelli Place) and Danehy Park (New Street). Cambridge has 68 stations of 365 stations systemwide; 8 of 10 most heavily used stations in 2019-20 were in Cambridge.



Green Line Extension (GLX) Update. City staff participated in stakeholder groups for Lechmere Station design and successfully advocated for exclusive bus lanes on O'Brien Highway during one-year period that Lechmere Station will be closed for reconstruction. Despite delays during COVID-19 shutdowns, construction progressed in 2020-21, with much of the new Lechmere station, elevators, and platform canopy structures now visible. Other areas, including Community Path Extension structures are nearing completion. Lechmere and Union Square stations are expected to open at end of 2021.

New Mobility Blueprint contains concrete actions for the City to transition from our existing transportation system to a future in which we harness new mobility options to meet our safety, mobility, and climate goals. The project also included the design of a residential Electric Vehicle (EV) charging pilot that, when implemented, will increase number of charging stations in Cambridge, focusing on addressing the large proportion of Cambridge residents who do not have access to off-street parking for EV charging.

Supporting Taxicab Industry. In FY20, the City Manager's Office worked with several City departments to strategize on ways to support the taxicab industry in Cambridge. Subsequently, the City committed \$300,000 to create a hybrid vehicle lottery program for existing medallion holders. The Hackney Rules and Regulations were updated to allow use of e-hail/mobile applications. The City also waived renewal fees for current medallion and hackney driver license holders.

APPENDIX 1: POLITICAL STRUCTURE OF CAMBRIDGE

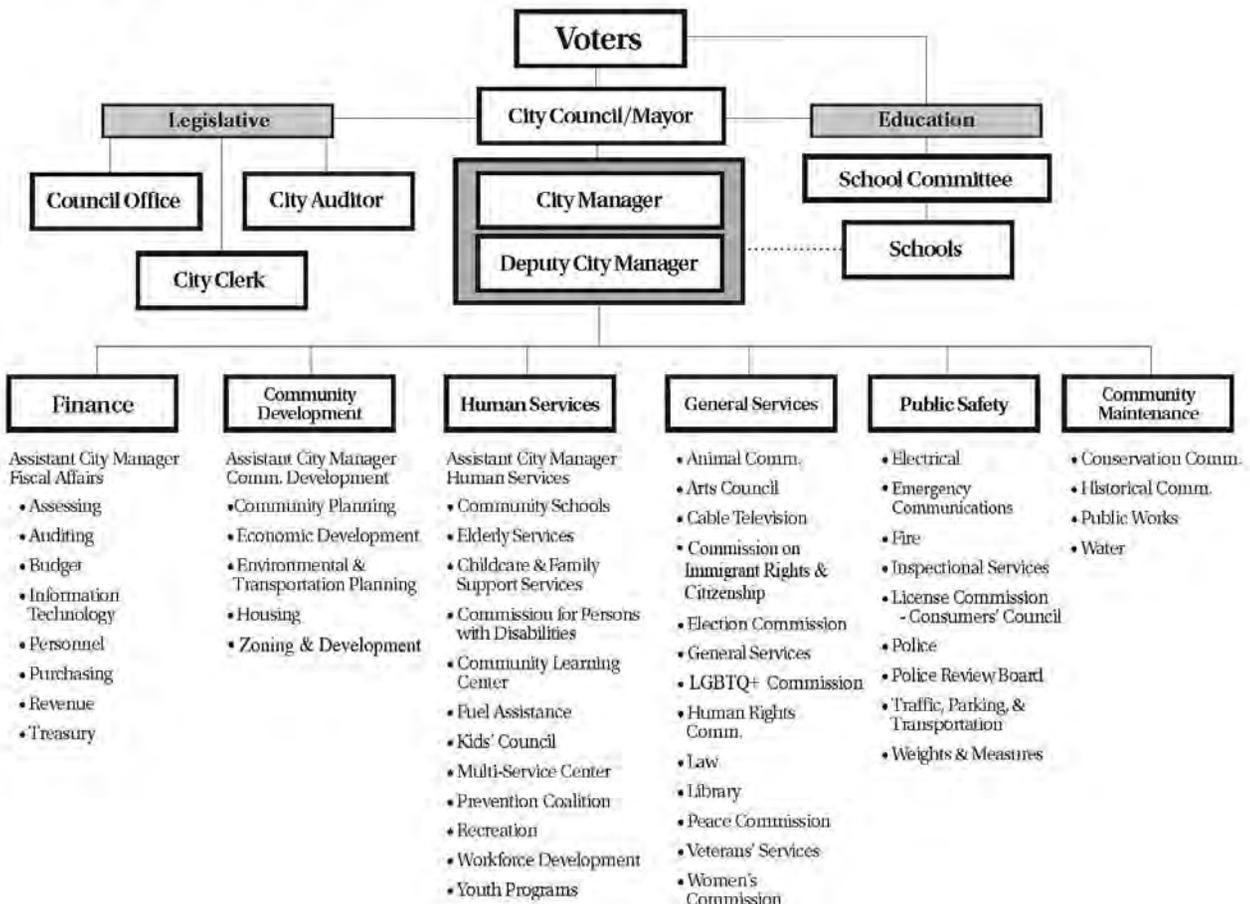
Plan E Form of Government - Proportional Representation

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.

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 2: 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, *Christina Correria, 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, Anthony Wilson, 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

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,
Jennifer Mathews, Interim 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 resolve 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, Mark Melo, 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, 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 12 months 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, Jennifer Mathews, Interim 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, Patrick McCormick, 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, Nefyn Meissner, 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, Sumbul Siddiqui, 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, Susan D. Breen, MS, RN, Interim 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, Dr. Victoria L. Greer, Interim 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.

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 3: CAMBRIDGE AT A GLANCE

Land Area: 6.43 Square Miles

County: Middlesex

Population: 116,632, American Community Survey (ACS)*

Population Density: 18,138 Persons per square mile (2015-19, CDD)**

Person(s) Per Household: 2.13 Persons (2015-19, ACS)

Median Age: 30.5 Years (2015-19, ACS)

Foreign Born: 28.9% (2015-19, ACS)

Home Language other than English: 33.7% (2015-19, ACS)

Common Languages other than English: Spanish, Chinese, French/Kreyol, Indic Languages, Amharic/Ethiopian, Korean, German, and Portuguese (2015-19, ACS PUMS)

Racial Diversity:

66.1% White

10.7% Black

16.7% Asian

6.5% Other

(2015-19, ACS)

Hispanic Diversity:

9.5% of Residents w/Hispanic Background (2015-19, ACS)

Adult Educational Attainment:

79.0% College or Graduate Degree

8.6% Some College/

Associates Degree

7.9% High School Diploma

4.5% No High School Diploma (2015-19, ACS)

College & Graduate Students: 35,422 – Enrolled in Degree Program (includes non-residents) (2020, CDD)

Poverty Status:

7.3% of families

12.7% of Individuals

(2015-19, ACS)

Registered Vehicles:

44,147 Vehicles

23,752 Passenger Cars

(2020, MA RMV)

Housing Units:

55,748 (2020, CDD)

Owner Occupied Housing:

34.8% (2015-19, ACS)

Median Housing Sales Price:

\$1,723,000 Single Family

\$1,600,000 Two Family

\$805,000 Condominium

(2020, CDD and Assessing)

Median Rental Price:

\$2,200 One Bedroom,

\$2,700 Two Bedroom,

\$3,400 Three Bedroom

(May 2021, MAPC Consortium)

Median Household Income:

\$103,154 (2015-19, ACS)

Jobs: 128,213

(2020 Q2, Mass. Executive Offc. of Labor & Workforce Development)

Average Annual Wage:

\$149,196 (2020 Q2, Mass.

Executive Offc. of Labor &

Workforce Development)

Resident Unemployment Rate: 3.7% (May 2021, Mass. Executive Offc. of Labor & Workforce Development)

Major Employment Sectors:

Education, Professional & Technical Services, Health Care & Social Assistance, Accommodation & Food Services, Retail Trade (2020 Q2, Mass. Executive Offc. of Labor & Workforce Development)

FY21 Property Tax Rate

Residential \$5.85

Commercial \$11.85

(per \$1,000 of assessed value)

Government:

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

FY21 Annual Operating Budget: \$715,264,225

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 Schools:

13, including 3 charters

Higher Education:

Harvard University, MIT, Lesley University, Cambridge College, Longy School of Music of Bard College

Libraries: Main Library and 6 branches

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

Hospitals: Cambridge Hospital, Mount Auburn Hospital, Spaulding Hospital

Fire Protection: 8 fire stations, 266 sworn firefighters, 9 civilians (Note: 8 uniformed personnel retired in FY21)

Police Protection: 1 police station, 288 sworn officers, 91 civilians**

Parks, Playgrounds & Reservations: 80

Public Golf Courses: 1 (Fresh Pond)

Public Transportation:

MBTA (subway & buses) and commuter rail

Closest Airport: Logan Airport (Boston)

Above figures represent FY21 numbers.

*Acronyms**

ACS = American Community Survey

CDD = City's Community Development Department

PUMS = Public Use Micro Data

*** Non-sworn personnel include Traffic Supervisors.*

A COMMITMENT TO ANTI-RACISM, DIVERSITY, EQUITY, AND INCLUSION

The City's Antiracism, Diversity, Equity and Inclusion (ADEI) projects demonstrate a long-standing commitment to build and support a municipal workforce that reflects the diversity and inclusive spirit of the people it serves.

To support the City's DEI and anti-bias efforts, City policies – including those for recruitment, hiring, retention, and promotion – foster and support equity and inclusion. City leaders and managers are committed to equity and inclusion and are continually enhancing their skills to lead a thriving, diverse workforce.

The Cambridge Antiracism, Equity, and Inclusion Initiative (CAEII) was launched in 2018 to “support the growth, skill-building and development of all City employees to cultivate an environment that reflects the values of equity and inclusion.” Over 60 City leaders are currently engaged in this effort and have participated in seminars on topics such as interpersonal aggressions (microaggressions), structural racism, conflict resolution, and inclusive meetings.

The Valuing Diversity and Preventing Sexual Harassment trainings were revamped to better align with the City's larger ADEI vision. This past year, the Office of Equity & Inclusion, the Personnel Department, and the City's Equity and Inclusion consultants developed a comprehensive Antiracism, Diversity, Equity and Inclusion Learning Plan.

The City also released *Diversity, Equity and Inclusion: A Workforce Plan for Recruiting, Hiring and Promotion* (RHP), which will serve as a roadmap for future City recruitment, hiring, and promotion actions. A Trend Analysis report outlined the results of a review of all City



departments' existing policies related to RHP, as well as the results of an anonymous survey of 1,000 employees.

In order to follow through on the report's recommendations and formally align its RHP policies and practices in support of antiracism, diversity, equity and inclusion, the City has launched a three-year implementation phase for this project.

The following are examples of ongoing equity and inclusion work throughout the City.

The Department of Human Service Programs (DHSP) continued its own Race and Equity Initiative with a vision to “eliminate racism within the Department” through the following efforts:

- Expand, create, and enhance learning and skill-building opportunities for all DHSP staff to eliminate racism.
- Build capacity of all DHSP staff to take leadership in eliminating racism.
- Ensure that internal systems and policies support the elimination of racism.
- Cultivate a culture where staff openly communicate about race.

Cambridge Police Department's (CPD) Office of Procedural Justice proactively monitors data relating to police-citizen interactions for indications of possible racial profiling, racially biased policing, or use of force incidents through the following efforts:

- Development of a Procedural Justice Dashboard that automates statistical analysis and enables users to interact with the data in near real time.
- Conducted Implicit Bias trainings, providing its workforce with a deeper understanding of the negative impact of explicit and implicit bias on police-community relations.
- Conducted training on effective interactions with persons with mental illness.
- Incorporate Unconscious Bias Training into annual training for all officers.
- Participated in training on Historical Injustice and Present Policing, which is designed to generate a deeper understanding of dynamics and legacy of historical racial violence.
- Conducted training on LGBTQ+ issues and laws as part of its commitment to supporting and protecting the LGBTQ+ community.

Cambridge Commission on the Status of Women founded *Cambridge Girlx* in Sports to foster collaboration and connectivity, and to celebrate, elevate, and promote girlx participation in sports.

The above efforts help demonstrate the City's commitment to Anti Racism, Diversity, Equity, and Inclusion and also help promote an engaging and respectful work environment where employees can thrive and do their best work.



Cambridge City Hall Photo: Kyle Klein

About Cambridge

With over 115,000 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 over 28% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.

City Manager Louis A. DePasquale

2020-21 City Council:

Mayor Sumbul Siddiqui

Vice Mayor Alanna M. Mallon

Councillor Dennis J. Carlone

Councillor Marc C. McGovern

Councillor Patricia M. Nolan

Councillor E. Denise Simmons

Councillor Jivan Sobrinho-Wheeler

Councillor Timothy J. Toomey, Jr.

Councillor Quinton Y. Zondervan



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