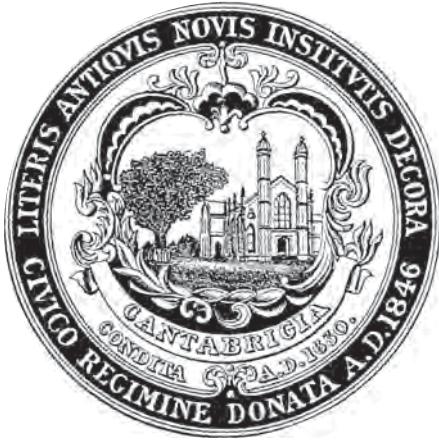


City of Cambridge

ANNUAL REPORT
2008/2009



Investing in Tomorrow



About Cambridge

With over 100,000 people located within a 6.5 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions Harvard University and Massachusetts Institute of Technology (MIT), as well as numerous High Tech and Biotech companies. Over the years, Cambridge has developed into a truly international community with more than one in five residents being foreign born. Students from some 65 nations attend Cambridge Public Schools, and their families speak over 46 different languages.

Front and Back Covers:

Construction of the new West Cambridge Youth and Community Center/VFW at 688 Huron Avenue was completed in June 2009. The center includes a full size gym with dividers for multiple use, a “teaching kitchen,” a computer learning and homework center with 20 stations, a multi-purpose performance room with a platform stage, an arts and crafts room, an art wall for temporary youth exhibitions, a community meeting room and various open lounge areas.

City Manager's Message

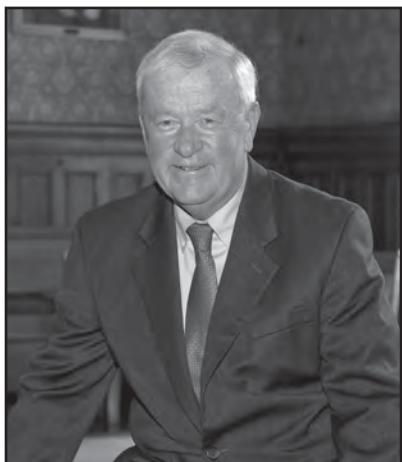


Photo: nortonphotography.com

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

On behalf of the City of Cambridge and its employees, I am pleased to present you with the FY09 Annual Report.

Cambridge has made significant progress this past year in supporting the City Council's community goals. With continued strong financial standing, the City has met the demands of a challenging economic climate, advanced its affordable housing and public construction initiatives and continued to provide the highest quality municipal services possible. The 2008 Citizen Survey revealed that 91% of respondents indicated that Cambridge was an excellent or good place to live.

Cambridge retained its status as one of approximately 20 cities nationwide to earn AAA ratings from all three major credit rating agencies, for its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing significant saving to taxpayers.

In FY09, the City appropriated a combined total of \$10.9 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. See more on this in the City Manager's section.

A significant amount of public construction has taken place in Cambridge this past year. Enhancements to Costa Lopez Park in East Cambridge included additional seating, new community garden plots in raised beds, improved landscaping, a sculptural entry gate and lighting. Renovations to the Alexander W. Kemp Playground on the Cambridge Common included new play features, furniture, landscaping, water play and signage. Significant renovations were made to Clement Morgan/Pine Street Parks in Area IV. Upgrades were also made at Fort Washington Park. Construction of the new Riverside Park on Memorial Drive at Western Avenue is expected to be completed in fall 2009. The new park will feature extensive planting, a trellis covered plaza, water fountains, varied seating areas, a small children's play area and a grass lawn. A new, fully fenced-in off-leash dog run at Danehy Park, surfaced with rice stone, was due for completion in summer 2009. Harvard Square roadway and sidewalk enhancement projects continue, though much progress has already been made.

The new state-of-the-art Robert W. Healy Public Safety Facility opened in February 2009, and houses the Police and Emergency Communications departments. The War Memorial Recreation Center reopened in January 2009, after a full renovation and upgrade to the facility. The new West Cambridge Youth and Community Center/VFW opened in summer 2009. Construction of the Main Library renovation and expansion is nearing completion, with an opening anticipated for fall 2009. All construction on public buildings in Cambridge is undertaken consistent with LEED (Leadership in Energy and Environmental Design) certification by the U.S. Green Buildings Council. See more about these projects in the City Manager's section.

Significant renovations and upgrades to the Cambridge Rindge and Latin School began in late June 2009, as part of a phased construction project to improve building systems, windows, accessibility and the physical quality of the learning environment. Completion of this project is anticipated for fall 2011.

In the past four fiscal years, we have been able to produce budgets which have reflected an average annual increase of 3.4% in the property tax levy. For FY09, this resulted in approximately 85.3% of residential taxpayers receiving a property tax bill that was lower, the same as, or only slightly higher (less than \$100) than the previous year.

In May 2009, the City Council approved the FY10 operating budget of \$444,212,850, a capital budget of \$44,650,780, and the five-year capital plan. The FY10 Budget reflects a 2% increase, the lowest in several years. The budget calls for a 5.98% increase in the property tax levy, though it may be slightly lower by the fall, when the City Council votes on the City Manager's property tax and classification recommendations. The impact of the significant decrease in State Aid is the major factor creating a disparity between the percentage of budget increase and the percentage of property tax levy increase. The capital budget will support a variety of technology, public safety, building, school, roadway, water and sewer, street and open space construction projects.

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

Very truly yours,

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

Robert W. Healy
City Manager

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Editor

Ini Tomeu, Public Information Officer | ph: 617.349.4339 | itomeu@cambridgema.gov

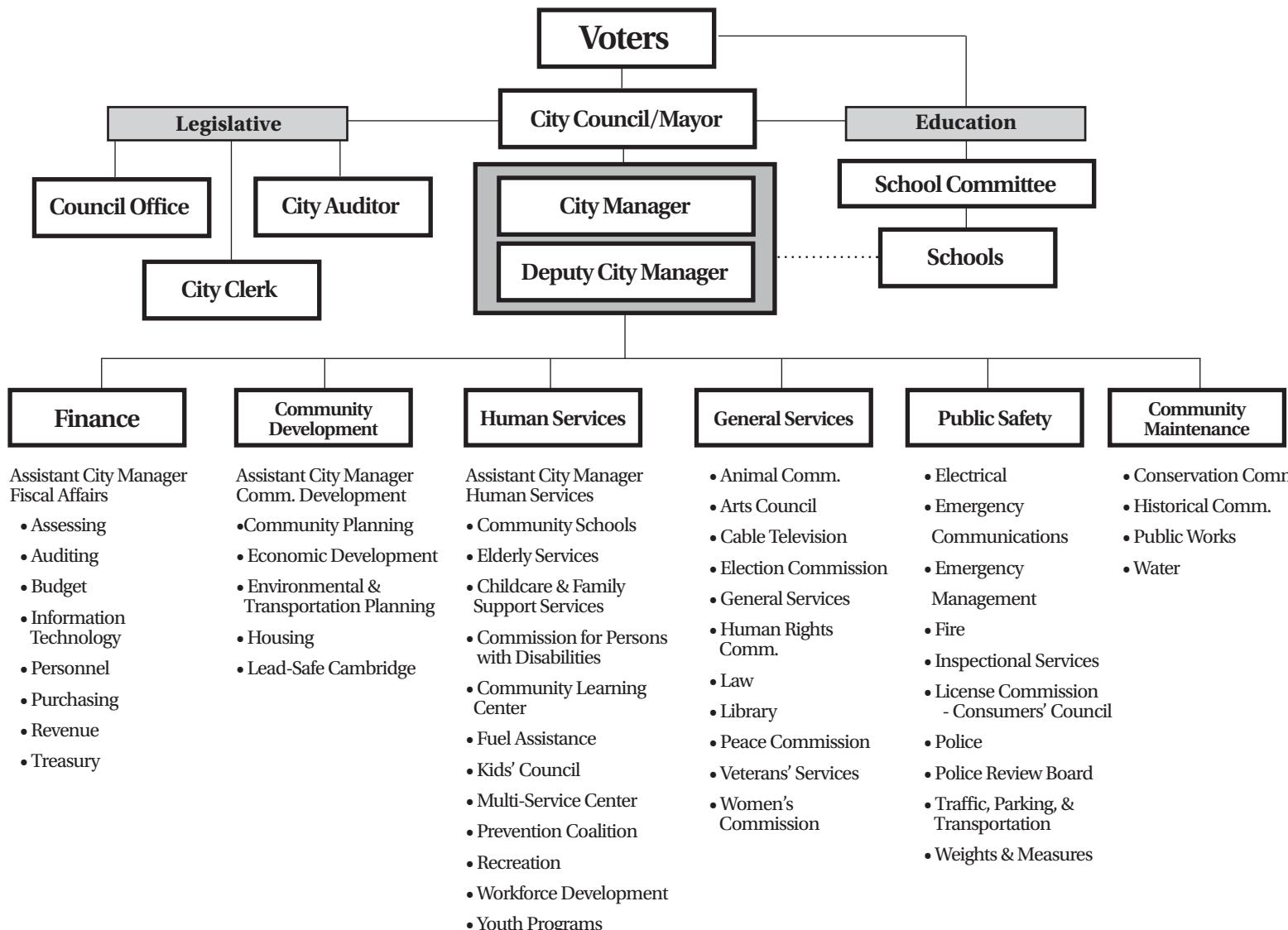
Layout

Avrio Publishing | ph: 502.974.8488 | www.avriopublishing.com

Printing

Sterling Printing & Business Products, Inc.

Organizational Chart



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

Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

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

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

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

Highlights and Accomplishments

- Assisted departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for official/administrator and professional (01 and 02) positions.
- Provided assistance to department heads and managers with recruiting, screening, interviewing and hiring processes.
- Worked closely with the City Manager's Affirmative Action Advisory Committee.
- Collaborated with the State Human Resources Division, Cambridge Police, Personnel and the Human Services departments to promote the Municipal Police Officer and Firefighter Examinations, launching recruitment campaigns targeting under-represented, protected status groups. Assisted the Police and Fire Departments in preparing Cambridge applicants for the exams.
- The Affirmative Action Officer continued attendance at diversity-focused job fairs for recruitment of City employees.

Animal Commission

Mark McCabe, Director • 344 Broadway, Cambridge • 617.349.4376

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

Highlights and Accomplishments

- Licensed 2,500 dogs; picked up 36 stray dogs (80% returned to owner, 20% adopted); issued over 120 animal quarantines and 138 citations for violations of the Animal Control Ordinance.
- Responded to over 3,200 calls regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral stray cat problems, etc.
- Presented a public presentation concerning "Coyotes in the City" with a guest speaker from the Massachusetts Division of Fisheries and Wildlife at the Fresh Pond Water Facility.
- Transported 110 animals (including sick/injured wildlife) to the Massachusetts Society for the Prevention of Cruelty to Animals and the Animal Rescue league for medical attention, placement or humane euthanasia.
- Sponsored a low cost rabies vaccination clinic for dogs. Maintained the Helen Holland Trust Fund for an emergency relief for stray animals that need medical attention, that otherwise would have to be humanely euthanized.
- Sponsored the Animal Rescue League's "Spay Wagon," and the Merrimac River Feline Society's "Cat Mobile" offering low cost spay and neutering for cats and dogs, along with rabies vaccinations and micro chipping.
- Sponsored the Annual License Day at Fresh Pond Reservation.
- Maintained representation on the State Legislative/Regulatory Subcommittee working to establish more uniform standards in state laws pertaining to dogs. Attended MSPCA Lobby Day for Animals to talk with elected officials about animal related bills in session. Served as a member of Animal Control Officers Association of Massachusetts.
- Continued working with a City task force to discuss the regulation and locations for off leash dog areas and "Shared Space" areas in locations throughout the city.

Arts Council

Jason Weeks, Director • 344 Broadway, Cambridge • 617.349.4380

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

Highlights and Accomplishments

- In spring 2009, the Arts Council introduced the first city-wide Cambridge Open Studios (COS), including visual and performing artists in all neighborhoods of the city. COS events connected local artists with the broader population of the city and region and provided opportunities to promote artists and expand their audiences while encouraging the sale of unique locally made artwork. A comprehensive guide was developed to direct visitors to artists' studios throughout the city. The Open Studios weekends also included a series of high-profile common venues where additional opportunities were made for artists to exhibit and present their work in a group showcase. Along with the open studios, COS highlighted the City's public art collection of more than 175 artworks in parks, plazas, municipal buildings and open spaces. COS involved the direct participation of 300 artists, 90 venues and provided audiences with an opportunity to connect directly with and support artists and to explore the unique character of city neighborhoods.
- The Poet Populist Program, designed to celebrate poetry and Cambridge's rich poetic and literary heritage, garnered significant national and local recognition for the initiatives created by Poet Populist Peter Payack. The longtime Cambridge resident was filmed for a WGBH *Arthur* segment on poetry. The *Boston Globe* featured a cover story on Mr. Payack's "Community Poem." The poem, consisting of approximately 1,000 couplets from Cambridge residents and accompanying images, was shared at the 30th Cambridge River Festival as a closure to Mr. Payack's term in the office. The River Festival also marked the transfer of the position to Jean-Dany Joachim, who was elected during Poetry Month in



Artists throughout Cambridge displayed talent and work at the first annual citywide Cambridge Open Studios.
(Photo by Linda Haas Photography).

April from a group of Cambridge poets as the next Poet Populist. Mr. Joachim, the creator and producer of the City Night Reading Series, which brings together poets, writers, performers and lovers of literature for the celebration of poetry in Cambridge and the New England region, will work with the Cambridge Public Library, schools, artists and local cultural organizations to continue to promote and encourage a dynamic relationship with poetry.

- Initiated a new interactive exhibition series entitled First Mondays @ CAC Gallery. Designed as multisensory experiences on the first Monday of each month, each event involves visual artists, live performances, food tastings by local restaurants and introductions and educational information on local Cambridge social service organizations and programs. The inaugural event occurred on Monday, January 5, 2009 with subsequent events taking place at the beginning of each month. First Mondays @ CAC Gallery provides opportunities to celebrate the city's active local arts scene and educate the community on exhibiting artists, arts organizations and community service agencies that are actively providing support to residents of Cambridge.
- Developed infrastructure for the department Website and databases in order to interact with and provide and maintain information more efficiently and communicate more effectively with individuals, artists and arts organizations in the city. CAC worked with the City's IT Department to transfer the current Website, www.cambridgearts council.org, onto the City's primary Content Management System in order to increase site functionality and make it more accessible and easy to navigate. For the database, staff and interns worked diligently to streamline information and to consolidate multiple databases into a single web-based database that centralizes and maintains up-to-date information on individuals and organizations in the city for purposes of heightened outreach and communication.



Visual and performance art are all around at First Mondays @ CAC Gallery. (Photo by Terrence Wong)

COMMUNITY ARTS PROGRAM HIGHLIGHTS

- The 30th Cambridge River Festival (CRF) took place on Saturday, June 13, 2009 with a focus on community involvement.

Arts Council

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William Leith, a West Cambridge resident featured in Michael Oatman's series of video portraits installed as a permanent public artwork for the West Cambridge Youth & Community Center.

Brainstorming meetings to solicit creative ideas and recruit artists and volunteers began in January 2009. The festival included staged music and performances connecting directly to Cambridge arts organizations and music clubs, interactive art-making activities, roving performers, temporary public art installations by local artists and an arts & crafts fair featuring local and international artworks. Additionally, the Arts Council and the Visual & Performing Arts Department at CPSD collaborated to establish a citywide local arts council with representation from students, arts educators and parents at all schools in the district. This group developed the content and activities for the Family & Children Stage and Art-Making Area as a way to showcase the work of the local student population and celebrate the strength of arts programming throughout the district. For CRF, the Arts Council continually strives to include as many local artists, cultural organizations and vendors as possible in the festival to represent their work to the broader community and provide opportunities for artist employment and community engagement with the arts locally.

- With funding from the Massachusetts Cultural Council and the City, the Arts Council distributed \$56,000 in funding through the CAC Grant Program to support arts initiatives that have a direct benefit to Cambridge citizens and the cultural life of the city. CAC awarded 34 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and PASS grants to local school children to provide affordable opportunities for youth to attend professional artistic events in Cambridge and the Greater Boston area.
- Produced the 17th season of *Summer in the City* from June through August 2009. The citywide series targets youth aged 4 to 11 and offers free, professional, educational and artistic performances in parks and public spaces throughout the city. In 2009, *Summer in the City* attracted approximately 3,000 audience members over the course of a 12-week period. Artists and performers were reflective of the cultural diversity of Cambridge and promotional efforts included a dynamic Website, a mailing to every household with children in the Cambridge elementary schools and a brochure designed for broad distribution throughout the city.

- Issued over 300 street performer permits in accordance with the City's Sidewalk Use Ordinance, allowing street performers and buskers the opportunity to perform in and enliven city squares, parks and open spaces. In addition to providing permits, the Arts Council also hired three part-time employees to monitor performer activity and provide a fair balance between the needs and concerns of performers, local businesses and residents in the city.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Build Boston 2009, the Boston Cyberarts Festival, José Mateo Ballet Theatre's Dance for World Community festival, the Dragon Boat Festival, RiverSing 2009, Cambridge Science Festival, HONK Festival & Parade, Make Music Cambridge and the DIYDS National Youth Video & Film Festival. Additionally, CAC partnered with the Arts & Business Council of Greater Boston, Cambridge Community Foundation, Artists' Foundation, Boston Dance Alliance and a variety of other local organizations to engage and educate leaders in the local arts community on issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

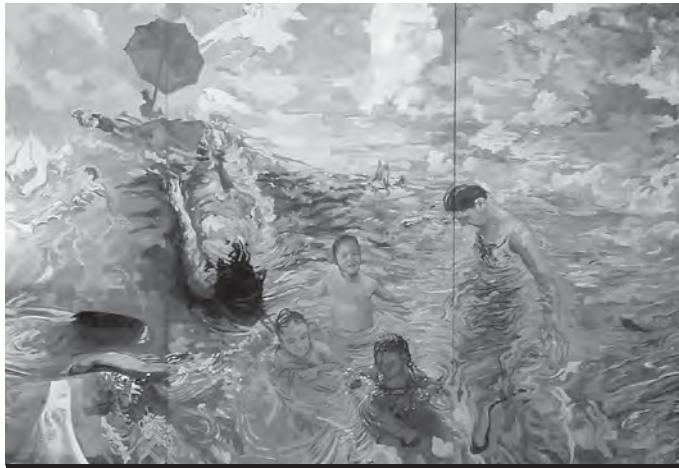
PUBLIC ART PROGRAM HIGHLIGHTS

Completed Projects

- Robert W. Healy Public Safety Facility:** Artist and director of MIT's Center for Advanced Visual Studies Krzysztof Wodiczko completed an interactive LED display that illuminates the façade of the facility with a dynamic lighting system that features different light colors and display patterns that symbolize the continuing responsiveness of the Cambridge Police Department and Emergency Communications Center to the life of Cambridge citizens.
- West Cambridge Youth & Community Center:** Michael Oatman developed a public artwork and related exhibition in the CAC Gallery entitled *You Are Here, A 21st Century Portrait*. The resulting permanent artwork will be displayed on three large high-definition television monitors in the new center and feature rotating portraits of 20 local residents that represent the population and activity of individuals based in the neighborhoods of West Cambridge.
- Main Library Expansion:** Artist Liam Gillick developed, *The Librarian Speaks*, an artwork that activates the west wall of the ramp to the underground garage of the new Main Library. Using signature elements of text, bold color, industrial materials and minimalist forms, Gillick offers a critical perspective on words and their social, historical and political meanings. Additionally, the artwork invites the public to "view the world in a different order."
- Women's Memorial Project:** Ellen Driscoll's artwork, *Filament/Firmament*, was installed in a two-story atrium in the heart of the new main branch of the Cambridge Public Library. Designed to commemorate the status and contribution of women to Cambridge and the broader society, the artwork consists of etched glass, zinc wall panels, woven cable, text and textile imagery. A Website featuring the Cambridge Women's Heritage Database Project will accompany the physical work and include stories of remarkable women and their contributions to Cambridge and the broader society.
- New Riverside Park:** Artist Sharon Louden created a public artwork entitled, *Plantings on the Charles*, for New Riverside Park that takes advantage of industrial reflective material and steel

Arts Council

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Detail of Mela Lyman's *Anxiety of Beauty* mural for Paine Park.

wires to create a subtle, shimmering presence. Her sculptures are fabricated from colored steel wires, up to three feet in length, with reflective tips, arranged in clusters and integrated into the planting beds. Reflecting the light from passing automobiles or the light from the streetlamps, the sculptural elements provide illumination for 12 sites throughout the park.

Ongoing Projects

- **Harvard Square:** Jody Pinto continues to work with the City and private property owners on her design for Palmer Street in Harvard Square. Her artistic plan for "New Palmer" envisions a shared space for active street life and urban theater. The project provides an opportunity for private property owners and the City to enter into a partnership with the common goal of creating a cohesive and engaging space for shops, restaurants, cultural events, diverse pedestrian activity, and evening and nighttime activity.
- **Danehy Park:** Mierle Laderman Ukeles continued the development of a fifth and final phase of her artwork *Turnaround/Surround*, a multi-year project located at Danehy Park and focusing on the history and benefits of the remediation and transformation of what was once a clay pit and later a waste disposal site into a 55-acre active use park and public amenity.
- **Northeast Sector at Fresh Pond:** Laura Baring-Gould was commissioned to integrate a public artwork that relates to the physical improvements and work being done related to watershed management in the Northeast Sector at Fresh Pond.
- **Brookline Street:** Mike Mandel is creating a series of 11 sidewalk mosaics of various sizes that honor historic individuals, businesses and locations along the length of Brookline Street. Entitled, *Sidewalk Histories – Brookline Street Mosaics*, each artwork is made of small ceramic tile and is based on a photograph reflective of the rich and diverse history of this urban corridor.
- **Cambridge Rindge & Latin High School/War Memorial:** Artist Mel Ziegler has been commissioned to create an art project for the combined renovation projects of the CRLS and the War Memorial Recreation Center. His project will grow out of his interest in the "creative campus" as it can apply to the secondary school learning environment.

Education & Outreach

- Received funding from the National Endowment for the Arts and the Massachusetts Cultural Council to fund the continuation of the Public Art Youth Council (PAYC). PAYC consists of 10-12 high school students selected to represent the city's diverse geographic areas. PAYC members serve as ambassadors for new and existing public art to their friends and family and work under the guidance of the Arts Council's Public Art Program staff to develop events and programs designed to provide a greater level of knowledge and understanding of the role of public art and the process through which it is created. The PAYC reversed the more common process where adults develop programming for teen audiences, allowing the students themselves opportunities to develop initiatives that promote the City's Public Art collection and engage the community.
- Continued to organize and implement educational workshops and events related to the City's public art collection including a citywide bicycle tour with a docent, summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours of Porter and Central Squares as part of the Cambridge Historical Collaborative Discovery Days and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after school programs, and in various squares and open spaces in the city.

CAC Gallery

- For 2009, Cambridge-based artist Mela Lyman was artist-in-residence in the CAC Gallery. The Arts Council commissioned the artist to re-create a large-scale permanent mural for nearby Paine Park to be accessioned into the City's Public Art Collection. For the original mural completed in 2002, the artist worked with young children of the neighborhood and incorporated their drawings into a "euphoric landscape," physically attaching the drawings to the mural. Sections of the original mural were on display during the recent artist-in-residency in the Gallery. Subsequent deterioration of the drawings and fading of colors led the artist to re-imagine the original work. As a way to engage the public in the artist's creative process, the gallery was transformed into a version of Paine Park and the artist developed the artwork daily in conversation with individuals and groups throughout the city. The Arts Council designed programs and local collaborations such as children's story hours, food tastings, artist talks and open invitations for lunch in the gallery to encourage an ongoing dialogue between the artist and the community. Concurrent with the artist's work, local filmmaker Fred Woods documented the process and sections of the film were shown on a small screen during the exhibition and residency so all stages of the mural's development could be viewed by the public.

Conservation & Maintenance

Commissioned professional art conservation specialists to complete assessments and carry out routine maintenance of publicly sited sculptures and artistic objects contained in the City's public art collection. Additionally, the Arts Council commissioned Rika Smith McNally to serve as a consulting conservator to work with newly commissioned artists on their material choices and to develop comprehensive maintenance plans during the development phase for new artworks. She also trained professional interns to carry out a variety of maintenance interventions to assure the health and longevity of artworks in the public collection.

Assessing

Robert P. Reardon, Director • City Hall • 617.349.4343

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

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

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

The chart below compares FY07, FY08 and FY09 taxable value for Cambridge

	FY07 Value(000s)	FY08 Value(000s)	FY09 Value(000s)
Existing Commercial & Industrial	\$7,146,605	\$7,840,171	\$8,286,998
New Commercial & Industrial	225,694	537,665	170,297
TOTAL COMMERCIAL & INDUSTRIAL	\$7,372,299	\$8,377,836	\$8,457,295
Existing Residential Property	\$13,796,377	\$13,992,434	\$14,269,148
New Residential Property	339,118	434,430	381,396
TOTAL RESIDENTIAL PROPERTY	\$14,135,495	\$14,426,864	\$14,650,544
Existing Personal Property	\$457,021	\$513,980	\$598,224
New Personal Property	202,320	222,516	169,996
TOTAL PERSONAL PROPERTY	\$659,341	\$736,496	\$768,220
TOTAL TAXABLE PROPERTY	\$22,167,135	\$23,541,196	\$23,876,059

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

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

Highlights and Accomplishments

- In collaboration with the Treasury Department, the implementation of the Electronic Funds Transfer payment option was completed and almost 20% of our vendors have enrolled in the PayMode program. This payment method will reduce payment and processing costs, help the City to provide a more efficient business process and support the evolving demands of electronic commerce.
- Contracted actuarial services to evaluate the liabilities of the City's workers compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred

through June 30, 2009 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2009.

- Participated on Other Post Employment Benefits (OPEB) Steering Committee, which coordinated the City's first-ever actuarial study to comply with GASB 45, and helped develop economic and actuarial cost assumptions and amortization methods.
- Assisted in preparation of the City's Comprehensive Annual Financial Report (CAFR). Prepared the City's annual financial statements entirely in-house including the requirements of GASB 34. This report is available online.
- Maintained requirements of GASB Statement Number 40 disclosing deposit and investment risk.
- Continued to assist with requests for Accounts Payable and vendor inquiries.
- Assisted in upgrading the revenue system and ensured it posted correctly to the City's general ledger.
- Completed all Massachusetts Department of Revenue required reports.

Cambridge At A Glance

Land Area:
6.43 Square Miles

County:
Middlesex

Population:
101,355 (2000, US Census)

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

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

Median Age:
30.4 Years (2000, US Census)

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

Foreign Born:
25.9% (2000, US Census)

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

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

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

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

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

College & Graduate Students:
34,072 - Enrolled in Degree Program (includes non-residents)
(2006, CDD)

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

Registered Vehicles:
43,883 (2008, Mass. Registry of Motor Vehicles)

Housing Units:
44,686 (2005, CDD)

Owner Occupied Housing:
30% (2005, CDD)

Median Housing Sales Price:
\$790,000 Single Family
\$752,000 Two Family
\$419,000 Condominium
(2008, CDD)

Typical Rental Price:
\$1,850 One Bedroom,
\$2,500 Two Bedroom,
\$2,588 Three Bedroom
(2009, CDD)

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

Jobs:
111,414
(3rd Quarter, 2008, Mass. Executive Office of Labor and Workforce Development)

Average Annual Wage:
\$73,840
(3rd Quarter, 2008, Mass. Executive Office of Labor and Workforce Development)

Resident Unemployment Rate:
5.4%
(May 2009, Mass. Executive Office of Labor and Workforce Development)

Major Employment Sectors:
Education, Professional & Technical Services, Health Care & Social Assistance, Accommodation & Food Services, Retail Trade
(3rd Quarter, 2008, Mass. Executive Office of Labor and Workforce Development)

FY09 Property Tax Rate:
Residential \$7.56
Commercial \$17.97
(per \$1,000 of assessed value)

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

FY09 Annual Operating Budget:
\$434.1 million

Public Schools:
12 elementary schools, 1 high school

Private Schools:
10, plus 2 charters, numerous pre-schools and special education

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

Libraries:
Main Library and 6 branches

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

Hospitals:
Cambridge Hospital, Mount Auburn Hospital, Youville Hospital

Fire Protection:
8 fire stations, 276 sworn firefighters, 8 civilians

Police Protection:
1 police station, 276 sworn officers, 37 civilians

Public Golf Courses:
1 (Fresh Pond)

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

Closest Airport:
Logan Airport (Boston)

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

Budget

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

The Budget Department oversees the City's entire operating and capital budget process. Preparation of the budget is a year-round endeavor, requiring several steps before it is presented to the City Council. Milestones in the budget process included:

- Creating the City Manager's operating and capital budget guidelines to departments;
- Overseeing quarterly updates of the City's benchmark system;
- Reviewing proposed departmental budgets, goals and performance measures with the City Manager;
- Submitting City Manager's Budget to the City Council for adoption;
- Producing the adopted, annual operating and capital budgets in a timely manner.

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

Highlights and Accomplishments

- Monitored and balanced the FY09 Operating and Capital budgets of \$462,693,605.

- Continued to coordinate development of formal investment, debt service and reserve policies, which were included in the FY09 Budget and were adopted by the City Council.
- Received, for the 23rd consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY09 Operating and Capital budgets.
- Prepared all documents for \$47,385,000 Bond Sale held on March 19, 2009. This issue financed such capital projects as the Main Library, Sewer Reconstruction Projects, the CRLS Renovation Project, Building Renovations and Radio System. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.58%.
- Collaborated with the Finance, Assessing and Revenue departments to publish and mail three separate brochures which explained the City budget, property values and real estate taxes, and abatements and exemptions.
- Assisted in preparation of the following financial documents: FY2008 Comprehensive Annual Financial Report (CAFR), FY2008 Financial Statements, Bond Rating agency presentation document, and Official Statement for the March 2009 Bond Sale.
- Participated in the Health Care Costs Task Force established by the City Council, which reviewed health plan costs and opportunities to provide employees with wellness initiatives. This resulted in a recommendation to increase employee reimbursements for weight loss and fitness memberships, as well as achieving \$500,000 in budget savings due to changes in plan design.

CITY TV-8

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

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

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

Highlights and Accomplishments

- Produced a segment on the Cambridge Energy Alliance that was featured on NOW, the PBS Emmy Award winning, nationally syndicated weekly magazine program.
- Produced a training video for Election Day Poll Workers, consisting of dramatic vignettes on managing the various issues that may arise.

- Produced and broadcast segments related to the dedication ceremonies of the new War Memorial Recreation Center & the Robert W. Healy Public Safety Facility.
- With the assistance of a Community Preservation Act Grant, began the first stage of digitizing and archiving the collection of City of Cambridge City Council meeting tapes.
- Purchased a new portable production studio unit.
- Continued to cover and broadcast important City and community events and celebrations, including the Memorial Day Parade, Veteran's Day and Patriot's Day observances, the annual Dance Party and Danehy Park Family Day.
- Re-stocked acquired titles and series to provide City TV-8 viewers with alternative educational, artistic and cultural programming.

City Clerk

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

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

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

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

Highlights and Accomplishments

- Vital Statistics (2008 calendar year):

Cambridge residents - births in Cambridge	483
Non-residents - births in Cambridge	3,023
Cambridge residents - births outside Cambridge	692
Marriages recorded	1,214
Deaths recorded	957

- Managed the City Council agenda, which consisted of 2,220 items for calendar year 2008, and published the permanent bound record of the 2007 City Council proceedings.
- Utilized Community Preservation Act funds to upgrade the vital records storage to meet a higher standard of archival preservation and to add storage space. Construction documents are in the process of development.
- Initiated refurbishment of the records room storage for the next phase of restoration of the vital records storage fire-rated rooms and to increase storage in the main records rooms.
- Directed additional resources toward ensuring that owners of businesses with expired business certificates refile. Revenues from business certificate filing increased by 14.8% in 2008 despite an economic downturn.
- Provided staff support for 16 City Council committees, including the Government Operations Committee as it led the biannual goal-setting process, which featured a well received "World Café" public discussion, and the Human Services Committee, which undertook an in-depth study of the Harlem Children's Zone, including a workshop with HCZ staff at their Harlem headquarters and a report back forum attended by over 150 persons.



Many customers take advantage of late hours on Monday evenings to take care of business they may have at City Hall.



Bruni Guzman, City Clerk's Office, represents the department on the GreenSense Energy Champions Committee to educate employees about energy conservation.



Marybeth Cosgrove, Operations Manager for the City Clerk's Office, helps prepare the City Council's agenda which included 2,220 items for calendar year 2008.

City Council

Sandra Albano, Executive Assistant Council • City Hall • 617.349.4280

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

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

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

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

Highlights and Accomplishments

- Facilitated 40 square dedication ceremonies initiated by the City Council.
- Provided staff support to building dedications for the Robert W. Healy Public Safety Facility and Cambridge War Memorial Recreation Center.

- Provided staff support to the City Council in goal setting sessions and coordinated the publication of new City Council goals, which are listed below. This process also included development of a mission statement, which is as follows:

The City of Cambridge is dedicated to improving the quality of life for everyone in our community in an environment of excellence, while maintaining a strong financial position including awareness of the impact on taxpayers.

City Council Goals for FY09

- GOAL 1: Foster community and support neighborhood vitality. Support opportunities for citizens to participate in setting City priorities and to know each other within their neighborhoods and across the city.
- GOAL 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers.
- GOAL 3: Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.
- GOAL 4: Value and support the racial, socioeconomic, cultural and religious diversity of our city.
- GOAL 5: Promote a healthy environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.
- GOAL 6: Preserve and create affordable housing for low, moderate and middle-income residents including families.
- GOAL 7: Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.



City Council Office Staff Mary Horgan and Sandra Albano.



FY09 Cambridge City Council. Front Row: Craig A. Kelley, Timothy J. Toomey, Jr., Marjorie C. Decker, Mayor E. Denise Simmons and Henrietta Davis and David P. Maher. Back Row: Larry Ward, Kenneth E. Reeves and Vice Mayor Sam Seidel.

City Manager

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

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

Highlights and Accomplishments

- Cambridge retained its AAA rating status from the three major credit rating agencies, in recognition of its continued sound fiscal condition and management. These ratings enable the City to finance capital projects at lower interest rates, ultimately providing taxpayers significant savings.
- In FY09, the City appropriated a combined total of \$10.9 million in local receipts, state matching funds and fund balances, under provisions of the Community Preservation Act (CPA), for expenditure on affordable housing, historic preservation and open space projects. Since adopting the CPA in 2002, the City has appropriated/reserved a total of \$83.1 million, of which approximately \$34.8 million was in state matching funds. We anticipate receiving a lower level of CPA state matching funds in FY10 as a result of additional communities adopting the CPA in the past year and due to reduced fee receipts collected by the Registry of Deeds, which is the state funding source for the CPA match.
- Creation and preservation of affordable housing remains a high priority for the City. In FY09, the City facilitated the creation of more than 80 new units of rental and homeownership housing and continued the development of more than 80 affordable units begun in prior years. New developments included acquisition of existing multi-family rental buildings in Porter Square and Area IV, and new construction of rental housing proposed at the YWCA in Central Square; construction neared completion on new developments on Harvard and Main Streets in Area IV which will create a total of 34 affordable homeownership units when completed later this summer. These developments were financed with funds generated by the CPA and will provide much-needed affordable housing for Cambridge families with long-term affordability ensured by deed restrictions held by the City. The City also assisted more than 45 new homeowners who purchased homes through the First-time Homebuyer Program in FY09, and offered first-time homebuyer workshops which served more than 600 participants.
- Open Space funds provided through the CPA enabled the City to further improve and enhance the preservation and restoration of Fresh Pond Reservation lands.
- CPA historic preservation funds enabled the City to complete several important projects in City Hall, including repairs to the staircase, installation of new flooring, and reupholstering of the public seating in the Council Chamber; sprinkler installation will be completed in FY 2010, and the interior will be repainted in historic colors. Several restoration projects are under way at the Cambridge Cemetery and in the Old Burying Ground in Harvard Square, and funds continue to be put aside for the eventual restoration of Cambridge Common. CPA funds continue to be used to protect City records and upgrade the condition of its archival storage facilities. The Historical Commission's CPA-funded Preservation Grant Program supported nine new non-profit institution projects in FY09 and five new affordable housing projects (for a total of 88 historic preservation grants since 2003).
- Continued participation, in cooperation with chief executives from neighboring communities and the Metro Mayors Coalition, in a planning process to determine areas for mutually coordinated efforts such as emergency management planning and response, energy consumption and group health insurance.
- The City Manager's Office continued to present two major annual community events -- Danehy Park Family Day in September 2008 and the City Dance Party in June 2009. Over 4,000 Cambridge residents enjoyed free amusement rides, food, arts and entertainment at Danehy Park, our award winning reclaimed open space facility. This past year, a record crowd of over 2,000 people moved to the groove on Mass. Ave. in front of City Hall, which was closed to traffic during the Dance Party.
- Worked with a variety of City departments and Cambridge institutions to coordinate the Third Annual Cambridge Science Festival, a nine day celebration of the sciences and their impact on life in Cambridge. This very popular event, produced by the MIT Museum, featured over 200 events including a kickoff Science Carnival outside MIT's Kresge Auditorium, Sally Ride Day, a series of events about astrophysics and the first American woman astronaut, and Curiosity Awards for Cambridge students who expressed their wide-ranging interests in the impacts of science on their daily lives.
- Worked closely with various City departments to plan and manage a series of events and programs aimed at showcasing the rich culture, diversity, history and public art in Cambridge. Major events included the Cambridge River Festival (presented by the Cambridge Arts Council), A Taste of Cambridge and multiple ethnic and neighborhood festivals and celebrations.



2009 Outstanding City Employee Award Recipients with Deputy City Manager Richard C. Rossi and City Manager Robert W. Healy.

City Manager

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- Worked with City departments, local cable television channels, School Department, private non-profits and community groups in coordinating a Needs Assessment and process for renewal of the cable television license.
- Coordinated responses to various City Council and citizen inquiries regarding City services, events, resources and opportunities, through the Cambridge Request System (CRS).
- Supported citywide advisory committees, including Fresh Pond Advisory Board and the Open Space Committee.
- Coordinated the Outstanding City Employee Awards Program.

PUBLIC INFORMATION OFFICE HIGHLIGHTS

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

- Produced the fall and spring editions of *The Cambridge Life* magazine and City resource guide. (Note: this is moving to an annual spring publication in FY10).
- Produced two editions of the 8-pg. community newsletter, *CityView*, which was mailed to over 48,000 Cambridge households and distributed to over 2,000 City employees.
- Produced the FY08 City of Cambridge Annual Report.
- Produced the PIO Update, a weekly e-mail newsletter to City employees.
- Responded to numerous requests for City information and publications via the Website, E-mail and telephone.

MAJOR CAPITAL PROJECTS

War Memorial Recreation Center Renovation

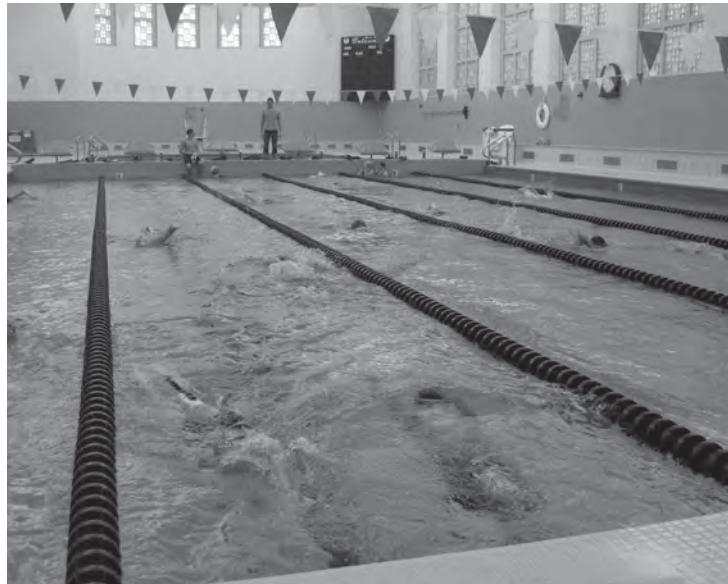
Construction to renovate this late 1950's era building, to improve and update building systems, provide universal accessibility and to revamp the layout of the locker rooms, restrooms, classrooms and administrative offices is complete. A dedication ceremony for the newly renovated War Memorial Recreation Center was held in January 2009. As with all new projects, the City incorporated green building technologies into the design.

Robert W. Healy Public Safety Facility

Completed construction build-out of this City-owned shell building at 125 Sixth Street into a state-of-the-art public safety facility, which houses the Police and Emergency Communications departments. A dedication ceremony was held in February 2009.

West Cambridge Youth and Community Center/VFW

Completed construction in June 2009 of the new youth and community center/VFW facility at 688 Huron Avenue. The center includes a full size gym with dividers for multiple use, a "teaching kitchen," a computer learning and homework center with 20 stations, a multi-purpose performance room with a platform stage, an arts and



Renovations to the War Memorial Recreation Center were completed last fall.



City officials at the Dedication Ceremony of the new Robert W. Healy Public Safety Facility on February 7, 2009. (Photo by Shawn Dolan)

crafts room, an art wall for temporary youth exhibitions, a community meeting room and various open lounge areas.

Main Library Renovation and Expansion Project

Renovations to the historic building and construction of the new wing is nearing completion. This project will include a major addition that will preserve the historical integrity of the building and surrounding grounds, while providing increased energy efficiency through use of green building design guidelines, and enhanced pedestrian and vehicular access. The newly renovated and expanded facility is anticipated to officially open in fall 2009.

City Manager

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Sewer Separation and Stormwater Management Projects

Sewer separation work in the Bishop Allen, Inman Street and Central Square area of Massachusetts Avenue is scheduled for completion in August 2009. Twenty three common manholes will be removed as part of this project and significant sections of stormwater and sanitary conveyance pipes adjacent to and in front of City Hall will be replaced. Street and sidewalk restoration of this area will begin in spring 2010. The stormwater overflow storage system that was constructed with the Library extension at Broadway and Ellery Street was completed in spring 2009 and the connection of various stormwater lines on both Cambridge Street and Broadway via Ellery Street to this flood protection system is expected to be completed in December 2009 and final street restoration is scheduled for spring 2010.

Sewer separation of the Whittemore Avenue area is scheduled for spring 2010. The design for this work began in summer 2009 and construction will take approximately 18 months to complete. Similarly, the design for the sewer reconstruction and stormwater management project for Western Avenue began in the winter of 2008-9. The community process for this project is anticipated to take approximately two years, with utility and surface infrastructure reconstruction scheduled for the spring/summer 2011. Finally, design work continues in the Agassiz neighborhood, with the Prentiss Street design complete and reconstruction scheduled for fall 2009. Design work is ongoing on the remaining streets in the Frost Street neighborhood.

Roadway Reconstruction and Improvements

The latest phases of the Harvard Square enhancement project were completed in fall 2009. This work included reconstruction of the super crosswalk adjacent to the "Out of Town" news building together with the completion of Palmer Street between Church and Brattle Streets. Design of the upper section of JFK Street is scheduled for summer 2009, with construction scheduled for the summer of 2010.

The Vassar East project between Massachusetts Avenue and Amesbury Street was completed in the spring of 2009 and included the construction of raised bicycle lanes throughout. Albany Street between Pacific and Erie streets was also reconstructed last year, with work by MIT including new sidewalks and a raised device at Pacific and Albany. MIT also completed the construction of the multiuse path along Waverly Street extension in spring 2009.

Fulkerson Street between Charles and Binney Streets was reconstructed last year including full roadway reconstruction, new sidewalks and traffic signals at Binney and Fulkerson. Roadway and sidewalks were reconstructed in the following areas last year: Rindge Avenue between Middlesex and Alewife Brook Parkway, Mount Auburn Street between Gibson and Story Streets, Brattle Street between Mason and Church Streets, Williams Street between Pearl and Magazine Streets and Putnam Avenue between River and Magazine Streets. Clarendon Avenue was reconstructed between the Somerville Line and Massachusetts Avenue last year as were sidewalks between Churchill Avenue and Alewife Brook Parkway along Massachusetts Avenue. Finally, Green Street between Pleasant Street and Putnam Avenue was reconstructed last year as was Sellers Street between Green Street and Massachusetts Avenue.

Riverside Park on Memorial Drive

Construction of this new City park, being built on top of the new Harvard-owned underground garage at the corner of Western Avenue, is under way and will feature extensive planting, a trellis covered plaza, water fountains, seating areas, a small children's play area and a grass lawn. Completion is anticipated for fall 2009.



The off-leash dog area on Pacific Street was updated this year.

Clement Morgan/Pine Street Parks

Renovations to Clement Morgan Park will include replacement of all playground equipment, new seating, lighting, landscaping and trees. At the same time, the Anthony Paolillo Tot Lot on Pine Street will be renovated including new play equipment and water play. Completion is anticipated for late fall 2009.

Alexander W. Kemp Playground at the Cambridge Common

Upgrades and renovations to this playground are nearing completion, including new play features, furniture, landscaping, water play and signage. The playground should be open for use in summer 2009, with an official opening in fall.

Costa Lopez Taylor Park

Completed upgrades and renovations to this park in East Cambridge included closing off a block of roadway that previously separated the original park from the new parcel donated to the City by the Beal Companies. The renovations include additional seating, new community garden plots in raised beds, enhanced landscaping, a sculptural entry gate and lighting.

Danehy Park Dedicated Off Leash Dog Area

This 1/3 acre, fully-fenced area near the New Street entry to Danehy Park will include a rice stone surface, plantings, trees, and a people and pet water fountain. The expected completion is summer 2009.

Pacific Street Dedicated Off Leash Dog Area

Upgrades to the off leash dog area located on Pacific Street included replacement of the turf with a rice stone surface.

Community Development

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

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

The Department works toward these goals by:

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

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

Each division of the Community Development Department made significant progress in advancing the City's goals and priorities in the areas of housing, community planning, economic development and environmental and transportation planning.

Highlights and Accomplishments

- Working with neighbors from Agassiz, Porter Square and Neighborhood 9, as well as the Planning Board and City Council, initiated a Porter Square Overlay District to accommodate growth by Lesley University.
- Worked with local non-profit housing developers to create 82 new affordable rental and homeownership units, with funding from the City and the Affordable Housing Trust.
- Working with the City Council and the East Cambridge neighborhood, evaluated proposal to rezone the Binney Street area to accommodate 1.8 million square feet of R & D development, along with housing, retail, open space and community-serving uses. The zoning change was adopted in February 2009.
- Sponsored Business Links, a business development event that included a preparatory workshop for small business vendors and a procurement fair to assist small Cambridge businesses in gaining access to larger businesses and institutions.
- Launched CitySmart, a program to provide comprehensive neighborhood-based information and activities to encourage



Community gardeners and neighbors enjoy a spring day among the new planting beds at Costa Lopez Taylor Park in East Cambridge. This expanded open space with garden-inspired public art was completed in fall 2009. (Photo by Tamar Granovsky)



Construction neared completion this year at 125 Harvard Street, where 24 units of affordable housing for first-time homebuyers are being built using "green" construction methods.

residents to switch from driving to walking, biking or transit. The program is expected to reach 1,000 households in the Cambridgeport neighborhood by fall 2009.

- Completed construction of expanded open space at Costa Lopez Taylor Park in East Cambridge, adding 37 community garden plots in raised planting beds, along with tables, chairs, benches and sitting walls, and a sculptural entrance gate by artist Roberley Bell. Construction was completed on the new playground at the Cambridge Common. The playground has been redesigned to include all new play features, furniture, landscaping, fences, water play and signage.

Community Development

Page 2 of CDD



At 823 Main Street in Area IV, construction of 10 affordable condominiums for first-time homebuyers is almost complete.

DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division is responsible for developing policies and programs to create and preserve affordable housing in the City. The Division works closely with the Cambridge Affordable Housing Trust which oversees the majority of City funds for affordable housing programs. In FY09, the Trust was supported with an \$8.7 million allocation of funds under the Community Preservation Act. More than \$88.7 million in City funds has been committed since 1995 to create or preserve over 2,900 affordable units of housing. These resources, combined with Federal CDBG and HOME funds, are used to fund housing that is affordable to low and moderate-income households and leverage additional funds from other public and private funding sources.

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

- Assisted more than 45 families in purchasing homes using various City programs, including the First-Time Homebuyer Financial Assistance Program. Through these programs and with assistance from staff, more than 220 families have become homeowners in the past 4 years.
- New projects include a 12-unit rental building on Pine Street that will be fully renovated, acquisition of a 26-unit rental building in Porter Square, proposed new construction of 42 rental units at the YWCA, and the acquisition of scattered-site

units for first-time homebuyers through the City's homebuyer programs. Construction neared completion on 24 affordable homeownership units on Harvard Street and 10 homeownership units at the former Nightstage property on Main Street. Rehab began on 16 affordable rental units on Harvey Street, while construction was completed on 6 units of affordable green rental housing in East Cambridge.

- Educated more than 600 participants about homeownership at monthly workshops and provided one-on-one counseling to more than 95 individuals, increasing access to homeownership opportunities for Cambridge residents. In addition to the homebuyer education classes, special classes were offered on topics including post-purchase homeowner education and understanding and repairing credit in preparation for homeownership. Translators to serve speakers of Spanish, Portuguese and Haitian Creole were available on request.
- Participated in housing outreach events throughout Cambridge to provide information about the City's housing programs and services including: National Night Out, Danehy Park Family Day, Fair Housing Month events, Family Fun Day, Hoops 'N Health and Cambridge River Festival. Conducted several information sessions throughout the year to review the application process for more than 150 affordable rental and homeownership units made available by the Housing Division.
- Assisted more than 45 households through the City's low-interest home improvement loan programs. These loan programs help make home improvements affordable to households that otherwise would be unable to address their needs and help stabilize the residency of low and moderate-income homeowners in the city.

Community Planning Division

The Community Planning Division provides professional planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, demographic data, geographic information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, reviewing the urban design of large development projects and providing information and technical assistance to residents, property owners, developers and neighborhood groups. The Community



Renovation of the Cambridge Common Playground was completed summer 2009, featuring innovative play equipment, water play and new sculptural furniture.

Community Development

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The Broad Canal Walkway offers pedestrians a new perspective on the Charles River and the Boston skyline beyond, and promises to become a favorite spot for residents and workers in Eastern Cambridge. This new pathway directly links the Kendall Square area to the river, and with the opening of its boat concession, provides new opportunities for recreation.

Planning Division also works with other City departments on planning and design of municipal construction projects to ensure high quality and cost-effective results. In all of its efforts, the Community Planning Division works through inclusive community processes to ensure that projects best meet the needs of Cambridge residents.

- Working with Green Building/Zoning Task Force, developed recommendations on LEED criteria for large scale development projects and other green building practices, including green roofs, wind turbines and protection of solar installations.
- Completed neighborhood study update for Cambridgeport, Wellington-Harrington and Neighborhood Nine.
- Commenced public outreach to discuss Planning for Aging in the Cambridge Community, meeting with neighborhood organizations to gather feedback on issues of aging and urban design, zoning, transportation, open space and economic development. Continued study to evaluate and make recommendations for improved access to and activity along the Charles River.
- Completed community processes and constructed upgrades to Clement Morgan Park and the Cambridge Common Playground. Completed community process and commenced design for new sitting/garden area along the edge of Sennott Park. Completed work with Off Leash Dog Task Force and initiated a pilot shared-use, off-leash hours program in Gold Star Mothers Park and Raymond Park.
- Conducted design review of development projects citywide, including a project at 112-116 Mt. Auburn Street in Harvard Square to include renovation of

the historic Conductor's Building and construction of a new office building with ground floor retail; a proposal at 160 and 180 CambridgePark Drive in Alewife for two office buildings, a parking garage, and a "rain garden" landscaped area; a hotel proposed in Porter Square; and an office/research & development facility proposed by MIT at 650 Main Street.

- As part of the 2003 rezoning in the Riverside neighborhood, Harvard University agreed to deed three-quarters of an acre to the City for a new park at the corner of Western Avenue and Memorial Drive. Construction of the park is expected to be completed in fall 2009 and will feature extensive plantings, flowers and trees, a trellis-covered plaza with water fountains, numerous sitting areas, a small children's play area and a grass lawn, all overlooking the Charles River.

Economic Development Division

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



The Economic Development Division offers an array of programs to assist small business owners in Cambridge with exterior and interior improvements as well as enhanced merchandising and marketing strategies.

- Worked with task force co-chaired by the City Manager and the Mayor to explore emerging "green jobs."
- Assisted 300 small businesses and aspiring entrepreneurs through one-on-one counseling, real estate site search assistance, workshops about starting and growing a business, and classes on becoming a state-certified minority or women-owned business. Developed and delivered new workshops on web-based business development and marketing for small businesses.
- Presented Best Retail Practices workshops and provided individual consultations to 51 Cambridge retailers interested in merchandising, interior design upgrades, marketing and operational improvements. Provided 16 matching grants to assist with the implementation of suggested improvements.

Community Development

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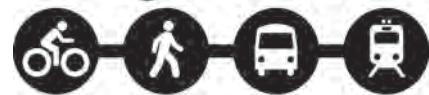
Retailers who received grants this year included Shelley Chhabra and Cambridge Greenhouse Antiques and Collectibles on North Mass. Ave.; Central Square Florist, Café Luna and Asmara Restaurant in Central Square; Across The River Salon and Pug's Bar & Grill on Hampshire Street and Cambridge Street, respectively; and Didriks and Everest Mini Mart on Concord Ave.

- Provided matching grants for 17 commercial storefronts and provided architectural design services to 5 businesses under the Façade/Signage & Lighting Program. Projects completed this year include Classic Graphx and Craigie on Main in Central Square, Grendel's Den and Sandrine's Bistro in Harvard Square, Thistle & Shamrock near Porter Square, and Sofra Café & Bakery in Strawberry Hill.
- Supported 18 Cambridge residents enrolled in career training programs in the bio-medical and healthcare fields through two community-based nonprofits. These programs provide Cambridge residents with opportunities to prepare for entry-level jobs in the biomedical/biotechnology field and for acceptance to certification and college study programs in health care, leading to potential increases in income.
- Provided technical assistance to various Cambridge business associations and organizations. Provided information, marketing materials and hands-on assistance for such activities as reorganization, branding, communications and promotions. Assisted with the development of two newly-formed business associations, the Kendall Square Association and the Business Association of East Cambridge.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division plans transportation infrastructure projects with a special emphasis on pedestrian and bicycle facilities, traffic calming and transit access; implements vehicle trip reduction measures to improve safety and reduce congestion and pollution; participates in regional transportation initiatives that improve mobility; reviews development proposals to ensure that the city's neighborhoods are protected

CitySmart



FAST. FLEXIBLE. FUN.

CitySmart, a pilot program to influence transportation choices, began this year in Cambridgeport with the goal of shifting single-occupant vehicle trips to more sustainable modes, such as walking, bicycling and transit.

and appropriate mitigation measures are implemented; undertakes energy conservation and renewable energy projects and other activities in support of the City's Climate Protection Plan; and prevents childhood lead poisoning by removing lead paint from residential structures and yards.

- The Cambridge Energy Alliance, a new non-profit created to stimulate large-scale energy conservation in homes and businesses, started providing services to all sectors of the community and organizing information events for residents and business owners. Worked with other City departments on climate initiatives, including GreenSense, a program to promote energy efficiency in City operations; a green jobs task force; a task force to look at ways to change zoning to promote greener building practices; purchase of renewable energy certificates to offset municipal electricity use; and a green fleet program, leading to more hybrid City vehicles and more efficient vehicles. Worked with the School Department to install diesel pollution controls on school buses through an EPA grant.
- Developed plan and began construction of Brookline Street to improve conditions for pedestrians and cyclists; completed reconstruction of Blanchard Road and Walden Street, including traffic calming features; and designed traffic calming projects for Lowell and Elm Streets and Upland Road. Working with the community, began planning for the major redesign of Western Avenue and began community process for Spring Street.
- Undertook a variety of projects to improve conditions for pedestrians, cyclists and transit users, including updating zoning standards for bicycle parking and car-sharing; installing additional bike parking; working with other departments, the City of Boston, and DCR to improve bicycle and pedestrian conditions on the Charles River bridges; and reviewing development projects. The number of cyclists in Cambridge has doubled since 2002.
- Ridership on the EZRide, the City- and business-supported shuttle service, continued to increase, climbing 25% over FY08 totals, with daily ridership numbers exceeding 1,600 passengers. Continued to assist businesses developing transportation demand management programs.
- Deleaded and preserved the affordability of 30 residential units occupied by low or moderate income families, reaching a total of 793 units deleaded since the program began in FY95. Sponsored outreach activities to educate Cambridge residents about lead hazards and mitigation, making contact with over 5,000 individuals at citywide events.



In October, 140 cyclists participated in a ride organized by the Cambridge Bicycle Committee in conjunction with the celebration of the Minuteman Bikeway's induction into the national Rail-Trail Hall of Fame. (Photo by Thomas Knapczyk)

Conservation Commission

Jennifer Wright, Director • 344 Broadway, Cambridge • 617.349.4680



Costa Lopez Taylor Community Garden.

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

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

The Commission Director serves on the Fresh Pond Advisory Board, the Open Space Committee, the ABC Flooding Board, and coordinates Open Space Community Preservation Act funds and the Community Gardens Program. This program includes 13 community gardens that serve approximately 500 Cambridge gardeners each year.

Highlights and Accomplishments

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

- Served on the Fresh Pond Master Plan Advisory Board which was established by the City Manager to develop comprehensive plans for the long-term management of water quality, natural landscapes and recreational resources in the Fresh Pond Reservation. The Commission has worked to fulfill the goals of the Fresh Pond Master Plan.
- Contributed to efforts by federal and state regulatory agencies, and local watershed groups to improve water quality in the Charles River and Alewife Brook. In the Charles River watershed, the Commission worked with other City departments in cooperation with the U.S. Environmental Protection Agency (EPA) and Massachusetts Water Resources Authority (MWRA) to make the Charles River "fishable and swimmable."
- Represented the City of Cambridge on the ABC Stormwater Flooding Board with representatives from Arlington, Belmont and Cambridge. The Committee discusses flooding issues in the Alewife Brook Sub-Watershed and ways to prevent flooding.
- Administered the Cambridge Community Garden program -- establishing new gardens and upgrading existing gardens, and distributing information to interested persons.
- Educated City departments about the Commission's permitting process and requirements.
- Coordinated appropriation and distribution of Community Preservation Act Open Space funds. During FY09, the funds were used to support several projects associated with the high priorities of the Fresh Pond Master Plan and an ecological inventory of watershed land in Lincoln, MA.



Volunteer Roger Frymire removes water chestnuts from Black's Nook at Fresh Pond.

Consumers' Council

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

The Consumers' Council is a division of the License Commission and collaborates with other City departments and outside agencies to provide resources, support and influence on consumer matters. The Council works in cooperation with the Attorney General's Office to mediate individual/business complaints in an attempt to avoid legal action by either party by providing consumer self help education/information and watching for scams and trends in the marketplace that may affect citizens. The Executive Director also continues involvement with various consumer organizations on both the state and national level, including the Massachusetts Consumers' Coalition, the Consumer Federation of America, the National Association of Consumer Agency Administrators and Consumer Action.

Highlights and Accomplishments

- Presented 3 public education forums in collaboration with the US Postal Service during National Consumer Protection Week

and participated in a consumer workshop for 100 consumer professionals at the Federal Reserve Bank in Boston.

- Staff attended 3 events that provided valuable insight and information, including: Consumer Action's Money Wi\$e Financial Literacy Workshop, the Home and Energy Fair and Item Pricing Press Conferences.
- Developed educational bulletins on the DTV transition, posted bulletins on both the City and the Council Websites and attended public hearings. The Comcast cable license renewal process is also being closely monitored.
- Submitted an article on telephone "slamming" for the Cambridge Commission for Persons with Disabilities' newsletter.

Election Commission

Marsha Weinerman, Director • 51 Inman St., Cambridge • 617.349.4361

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

Highlights and Accomplishments

- Conducted the 2008 State Primary and State/Presidential Elections. In anticipation of a large turn-out for the Presidential Election, provided additional election workers, voting booths, forms and supplies to polling precincts. Voter turn-out was 72% for the Presidential Election.
- Utilized Commission Website to provide updated information to Cambridge residents on candidates, ballot questions, absentee ballot procedures and voter registration deadlines. 170 people requested Voter Registration forms through the Website.
- Processed over 4,000 new registrations for the Presidential Election, including 400 people who registered at the Commission office on the last day of registration. Conducted 35 voter registration sessions, including Saturdays at the Galleria Mall; registration tables at community events such as Fresh Pond Day, the Caribbean Festival, and Hoops N' Health; and conducted sessions at area universities. Over 1,400 people registered, including 367 at the Oktoberfest.
- Produced a training video (with CCTV) for election workers on Election Day procedures, including voter check-in and check-out, handling Provisional and Absentee Ballots, and operating the

voting machines and AutoMARK marking machines for voters with disabilities.

- Expanded pool of qualified election workers through two Recruitment Sessions which attracted 150 potential new workers. Professionalized election worker operation by adopting a written Election Worker Policy with Standards of Conduct and post-election Assessment process.
- Encouraged college student participation in the election process by providing volunteer opportunities for 30 students from Harvard, MIT and Lesley, who conducted voter registration sessions, answered voter calls on Election Day, and assisted with Election Night vote tabulation.



Voter Registration Session at Cambridge River Festival.

Electrical

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

The Electrical Department oversees street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The department provides electrical maintenance and construction services to all City departments, municipal buildings, and parks and outdoor recreational areas. The department also 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. Additionally, the department oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Highlights and Accomplishments

- Installed lighting in the Cambridge Common Tot lot; began installation of lighting improvements and new lighting in the basketball court at Clement Morgan Park, as part of the park renovation project.
- Extended the City Fiber Network to the new Main Library and the West Cambridge Youth Center; installed local area data networks and telephone wiring for City departments and responded to trouble calls for telephone circuits.

- Connected additional buildings to the City's Fire Alarm System and upgraded cables within the system.
- Continued servicing streetlights, patrolling areas for broken lights and responding to resident calls about malfunctions; continued the re-lamping program, completing work in Neighborhoods 9 and 10; improved lighting at various locations.
- Completed the cutover of the cable systems to the Robert W. Healy Public Safety Facility which consisted of installing 3.5 miles of fire alarm cable and 2 miles of fiber cable to extend the Citywide Fiber Network, and enable the relocation of the Emergency Communications Department from Fire Headquarters.
- Installed holiday lighting on street trees and temporary trees; assisted with the installation of lighted banners in Harvard and Central Squares and assisted with improvements to holiday lighting in both Harvard and Porter Square.
- In conjunction with roadway and sidewalk improvements by Public Works, assisted private contractors with new lighting installed on Mass Ave. from Memorial Drive to and including Lafayette Square.
- Assisted the Water Dept with the installation of energy efficient lighting at the Water Treatment Plant, and assisting Public Works with an energy audit at City Hall for energy efficient lighting and an energy management system for the building air conditioning system.

Emergency Communications

George Fosque, Director • 489 Broadway, Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC). The Center receives over 50,000 calls and alarms per year for emergency service and manages the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources as needed. ECC staff answer over 200,000 non-emergency calls regarding quality-of-life issues related to noise, traffic, lost property and after-hours City information. The department also coordinates the automation of dispatching, police information and fire information computer systems. The department is responsible for the management of the City's radio systems and public safety data networks.

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

Highlights and Accomplishments

- Moved and cutover all ECC/911 Center functions into the Healy Public Safety building without any disruption of 911 or other emergency service to the public. This ended 109,176 hours of continuous 911 Dispatch operation at the former ECC location at 489 Broadway (from July 31, 1996 until January 14, 2009).

- Continued to help coordinate the City's general response to the security requirements of the post 9/11 era including emergency response planning, Emergency Operations Center (EOC) operations, grant writing for homeland security funding, and interoperability communications development with surrounding communities and metro-area radio networks.
- Planned, ordered, installed and operated the City's new hybrid VoIP telephone system initially serving the Healy building and Fire headquarters.
- Supported over 25 computerized systems (most of which require 24-hour continual operation), upgraded PC hardware for the new ECC, and reduced server costs by "virtualizing" many application servers onto one redundant set of servers.
- Managed tactical communications for major annual events, including Head of the Charles, Fourth of July and special dignitary visits.
- Obtained state 911 grants for ongoing dispatcher training and to support new equipment and certain personnel costs in ECC operations.
- Helped with ongoing projects to organize police, 911, fire and other officials regionally and statewide to improve general radio interoperability statewide; to install subway communications in the MBTA system; and transition to high-speed communications networks for emergency incident management.

Emergency Management

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

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

Highlights and Accomplishments

- Each municipality in the Commonwealth is required to prepare and maintain a Comprehensive Emergency Management Plan (CEM Plan). The Massachusetts Emergency Management Agency (MEMA) has asked cities and towns to participate in a new revision of the CEM plan which includes a Web-based plan called "eCEM" and the maintenance of the plan on a MEMA server. Ultimately, the eCEM plan will be updated on a continual basis. The program works with the Commonwealth's GIS database to plot the location of resources graphically. Work is now under way to coordinate our plans with Boston and the other 7 communities that abut Boston.
- As part of the CEM planning process, the department began the development of a Continuity of Operations (COOP) plan and a Continuity of Government plan.
- The department has continued to work closely with the staff at the Massachusetts Institute of Technology nuclear reactor laboratory on issues of safety and security.
- Participated in the Unified Command Centers for both the Boston/Cambridge 4th of July and the Head of the Charles Regatta. In addition to improving readiness and service at these events, participation with the other agencies serves as extremely valuable training.
- The department continues to work with Cambridge residents who are victims of fires or other localized disasters. During FY09, the department responded to 13 incidents in Cambridge involving 92 individuals who needed assistance from the Red Cross, the Multi-Service Center and other agencies.
- The merger of the Federal Emergency Management Agency (FEMA) into the Department of Homeland Security opened up opportunities for additional programs to provide enhanced services to the City and provide new volunteer service opportunities to residents. The Auxiliary Fire Department and Auxiliary Police Department are enrolled as part of Citizens Corps.
- The director represents the City of Cambridge on the Metropolitan Mayors Coalition Emergency Planning Committee, the regional Hazard Mitigation Planning Committee and the Emergency Management Committee for the Urban Area Security Initiative (UASI). The UASI committee meets biweekly to coordinate the emergency planning in UASI communities. Work continues in the effort to identify regional hazards and explore ways to mitigate them. The UASI group is also working to modify the "eCEM" planning process to ensure that the plans of

the communities are congruent and to enable sharing of information concerning community resources.

- During FY09, one focus of the UASI Emergency Management Committee was to make plans for evacuation and sheltering during emergencies. The committee is planning a major investment in a cache of cots and blankets which will be stored in trailers for rapid deployment. The UASI region will also be purchasing variable message boards and portable generator-equipped light towers to assist in evacuation and sheltering operations. It is expected that one light tower, one message board and a trailer containing a cache of cots and blankets will be delivered to Cambridge during the summer of 2009.
- The department continued to update its Website and worked with the City's Public Information Officer and the IT Department staff on emergency public information improvements. These pages include information on how to contact family members through agencies and links to Websites posting casualty or survivor information. During FY09, information was provided relating to several events, including the Australian wildfires.
- The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators continued to train and participate in regional and statewide drills at least monthly. The RACES volunteers use 2 meter and 6 meter equipment and would be key links to MEMA during an emergency that disrupted ordinary communications channels. Our High Frequency (HF) equipment is capable of communicating with all parts of the United States and Europe. It would be used for disaster welfare inquiries if a major problem overseas were to affect the families of Cambridge residents.
- The department continued development of the Corporate Emergency Access System (CEAS) in Cambridge. This program is designed to ensure that Cambridge businesses and facilities are able to mitigate losses and recover rapidly from a disaster by providing access credentials and training to key personnel who are needed to preserve data and infrastructure in affected areas. The director participates as a member of the Boston area CEAS user committee.



Auxiliary Fire Department members with Stacia Joyce of the Emergency Management Dept. at the 2 Alarm Fire at 1776 Mass. Ave. in May 2009.

Finance

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

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

Administration

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

Revenue Collection/Treasury

Michele Kincaid, Director

The Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately \$402 million in receipts and issues approximately 185,000 bills and notices. The office works with the Law Department to initiate tax title and foreclosure proceedings for severely delinquent properties, in order to protect the City's legal interests.

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

Payroll is primarily responsible for the timely weekly payment of approximately 3,000 employees. Payroll is also responsible for paying federal, state and Medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 5,700 IRS Form W-2s and 575 IRS Form 1099s.

Highlights and Accomplishments

- The Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three separate brochures explaining the City budget, property values and real estate taxes, and abatements and exemptions to Cambridge businesses and residents.

- The Other Post Employment Benefits (OPEB) Steering Committee continues to oversee the implementation of GASB 45, which was included in the June 30, 2008 Comprehensive Annual Financial Report. Also, the Steering Committee evaluated and granted the bid for actuarial services to update the OPEB valuation as of December 31, 2008.
- Continued to manage the City Scholarship program. During FY09, the Finance Department continued to collaborate with CRLS to ensure that the online scholarship application is compatible with the City Scholarship program application requirements. In FY09, the City received 201 applications as compared to a total of 183 applications in FY08. The City awarded scholarships to 39 recipients this past spring.
- The Investment Oversight Committee continued to review cash investments on a quarterly basis. It monitored cash balances to ensure that cash was invested with safety and diversification taking priority over the best rates, due to the instability of the banking and investment sector during Fiscal Year 2009.
- Issued \$47.4 million in General Obligation Bonds to finance such capital projects as the Main Library, Sewer Reconstruction Projects, the CRLS Renovation Project, building renovations and the Radio System. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 3.58%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 21st consecutive year.
- Participated in the Health Care Task Force established by the City Manager, which reviewed health plan costs and opportunities to provide employees with wellness initiatives. This resulted in a recommendation to increase employee reimbursements for weight loss and fitness memberships, as well as achieving \$500,000 in budget savings due to changes in plan design.



Recipients and City officials at the 2009 City Scholarship Awards Ceremony.

Fire

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



Fire companies fight a truck fire in Harvard Square and prevent extension to surrounding buildings. In addition to the ordinary, dangerous fire hazards, this truck contained potentially explosive flammable gas cylinders. (Photo by Brian Higgins)

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. The Cambridge Fire Department is a nationally rated Class 1 Fire Department, one of only 52 in the country, and one of only three in New England.

Staffed by 276 sworn members and 9 civilian members, the Department consists of 2 Line Divisions and 4 Staff Divisions. Line companies, including Engines, Ladders, Squads, the Rescue, and Division Chiefs, operate from 8 fire houses. Several Staff Divisions support the men and women working on the street. Staff units include the Fire Prevention Division, the Training Division, Technical Services Division, and Administrative Services.

Highlights and Accomplishments

- There were 13,685 emergency incidents which generated 33,223 emergency responses. There were 83 building fires, 789 inside fires, 904 fires of all categories, 232 hazardous materials incidents, and 6186 emergency medical incidents. Major fires included 3 Second-Alarm fires, 1 Third-Alarm fire, 2 Fourth-alarm fires, 1 Fifth-alarm fire, and 7 Working Fires.
- Battled and controlled several major fires during the fiscal year, including residential buildings on Cambridge St. (Sept), Appleton St. (Dec), Alpine St. (Dec), Cogswell Ave. (Dec), and Grozier Road (Feb); a restaurant fire on Mass. Ave. (Sept); a four-story apartment building on Harvard St. (Sept); a fatal fire involving multiple 3-story buildings on Prince St. (Nov); another fire involving multiple 3½-story buildings on Lexington Ave. (Dec); a four story apartment building at Mass. Ave. and Hancock St. (Feb); a church fire on Longfellow Pk. (May); and a mixed commercial and residential building on Mass. Ave. (May).
- Appointed 6 new Firefighters-on-Probation.
- Planning with Public Works and architects has begun to initiate the repairs to living quarters at the Lafayette Square (110 years old) and the Headquarters (75 years old) fire houses.

- Ongoing maintenance and repairs by the Public Construction crew included painting, plastering, carpentry and replacement of windows.
- Participated in multi-agency mass decontamination drills in cooperation with the Cambridge Health Alliance and the Mount Auburn Hospital.
- Participated in the Mass Inoculation/SURGE drill "Operation Potter" at the Tobin School in cooperation with Cambridge Health Alliance. Multi-agency use of the Incident Command System was set up and utilized during this drill.
- Continued the Fire Company training in RIT (Rapid Intervention Team). A RIT unit is in place at every major incident and is specially trained to be able to rescue firefighters who have become entrapped or lost in life-threatening circumstances.
- Continued the successful Neighborhood Walk-Through Program.
- Continued progress in the Homeland Defense Metro Cambridge/Boston UASI (Urban Area Security Initiative) Interoperability project. Interoperability allows members from various agencies to communicate with each other on connected channels for command, control, and tactical operations at major incidents.
- Continued the emergency medicine ride-along training program where Massachusetts General Hospital resident intern medical doctors ride and respond with Cambridge Fire paramedic units.

DIVISION OVERVIEWS AND HIGHLIGHTS

Fire Suppression

The primary responsibility of the Fire Suppression Division of the Cambridge Fire Department is to provide first-line defense against hostile fires. This defense includes the protection of life, property and the environment. In addition to fire defense, the ever-expanding fire suppression duties include prevention of fires, provisions for pre-hospital emergency medical care at the advanced life support level, mitigation of incidents involving the release of hazardous materials, and the rescue of persons entrapped by building collapse, hi-angle and trench collapse, elevators, machinery, motor or rail vehicle, ice or water accidents. The Fire Suppression Division also provides resources, on a regular basis, when requests for mutual aid are received from other municipalities.

Throughout the year, suppression units also continually participate in an aggressive regimen of training and review of technical fire-fighting, rescue, hazardous materials, anti-terrorism, and medical skills. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are also performed by suppression units. During winter weather, the local fire companies clear snow and ice from hydrants in their respective neighborhoods.

Fire Prevention Division

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

The Fire Prevention Division is responsible for providing fire and life safety protection to the public by ensuring fire code compliance and

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

The Fire Prevention Division is also responsible for ensuring compliance with Nicole's Law, the state carbon monoxide detector law.

Training Division

All new Cambridge Firefighters attend the Massachusetts Fire Academy Recruit Training Academy before fighting fires in the City of Cambridge. After graduating from this 12 week course, new recruits are designated to a level of Firefighter I and Firefighter II. They then report to the C.F.D. Training Division for some specialized instruction and training, including driver training.

Among numerous other skills, training includes the use of thermal imaging cameras (TIC's), radiological detection and monitoring equipment, four gas meters, and MultiRae gas meters. Additional, ongoing training includes Emergency Medical and Paramedic skills, familiarization with Target Hazards and buildings, and very intense training in RIT (Rapid Intervention Team).



The Cambridge Fire Dive Rescue Team trains under the ice at Fresh Pond to maintain ice rescue skills and safety procedures. The ice on Fresh Pond was 18 inches thick! (Photo by Howard Smith)



The winter of 2008-2009 was a long, cold and snowy season. All fire companies shovel and clear snow from the hydrants in their respective sub-districts. Engine 2 is shown shoveling a hydrant on Broadway. (Photo by Tara Bithia)



Members of the Hazardous Materials Task Force don fully-encapsulated suits to investigate a high-profile, suspicious powder incident. (Photo by Tara Bithia)

EPAC (Emergency Preparedness and Coordination)

Emergency Preparedness and Coordination (EPAC) incorporates the duties of the Local Emergency Planning Committee (LEPC) Coordinator as well as broadened responsibilities with regard to emergency planning throughout the city. The Cambridge LEPC is fully MEMA certified. The EPAC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge:

- Coordinates the inter-agency planning and response to hazardous material/terrorism incidents.
- Reviews the operation of laboratory/research facilities for permitting.
- Conducts periodic compliance inspections of laboratory/research facilities.
- Investigates all hazardous material releases in the city.
- Works closely with Cambridge Public Health officials on emergency planning and response coordination.
- Represents the department on the City's Special Events Committee.
- Serves as the Public Information Officer for the department.

Technical Services

The Technical Services Division (TSD) provides support services such as maintaining and modernizing the equipment and apparatus used daily by the Cambridge Fire Department. The TSD also supports and maintains eight fire stations, and provides information technology (IT). The TSD also procures, maintains, and calibrates the sophisticated sampling devices and meters used to detect substances that can range from carbon-monoxide and natural gas to gaseous, liquid and particulate weapons of mass destruction. The Motor Squad maintains fire apparatus, vehicles and equipment.

Fire Investigation Unit

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

GLBT Commission

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

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

Highlights and Accomplishments

- Developed a GLBT mission statement and set priorities.

- Coordinated a GLBT Health Forum.
- Worked to provide a safer environment for GLBT youth at the high school.
- Worked with Cambridge Police Department on the development of new hate crimes reporting protocols.
- Collaborated with the Police Department to ensure that all police personnel were trained in GLBT issues.
- Conducted a GLBT Town Hall meeting in October 2008.

Historical Commission

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

Established in 1963, the Cambridge Historical Commission (CHC) administers an extensive historic preservation program that protects more than 3,000 buildings in 2 historic districts, 4 neighborhood conservation districts, 28 landmarks and 40 properties with preservation restrictions. In FY09, over 325 applications for work at designated properties were reviewed. The Commission also reviews applications to demolish buildings over 50 years old and can protect for a limited time those found significant; 25 applications were reviewed in FY09. The CHC oversees the restoration of historic public areas, such as Fort Washington and the Old Burying Ground, maintains City monuments and statues, and installs historic markers.

Many of the Commission's activities support its mission to preserve the diversity of Cambridge's built environment and educate the public about the city's history. The staff meets with property owners, developers and local groups to explore preservation options and share technical advice on building issues and historic exterior paint colors. Community Preservation Act (CPA) funds have had an important impact on the CHC's preservation grant program, increasing the number and amount of grants. In FY09, 5 grants of \$30,000-\$100,000 helped low- and moderate-income owners and affordable housing agencies to preserve the historic character of Cambridge residences; 9 grants of \$50,000 or more helped restore significant structures owned by non-profit organizations. In May 2009, the Commission honored 12 projects and one individual with Preservation Awards at its annual Historic Preservation Recognition Program.

In FY09, staff presented 42 programs to almost 1,300 children and adults. Staff also responded each week to more than 47 telephone, mail and e-mail inquiries. Over 325 researchers visited the Commission's archive this past year. The Commission's publication program includes architectural and social histories, oral histories, and technical preservation books and leaflets. In FY09, almost 400,000 visitors viewed the department's popular Website, which includes administrative, preservation and historic information.

Highlights and Accomplishments

- Conducted design review and compliance of several large projects in neighborhoods throughout Cambridge, including Cambridge Public Library; 157 Brattle St; 5 Berkeley St; 29 Irving St; 9 Sibley Court; and 45 Foster St. Consulted on historic paint colors for Harvard's Lowell House tower and Old Cambridge Baptist Church, and many private homes, such as 174 Brattle and 101½ Inman streets.
- Supported historic preservation projects with grants from CPA funds, including exterior restoration of 7 affordable housing projects (approx. \$318,400); planned restoration of City-owned historic structures and landscapes, including restoration of table tombs at Old Burying Ground (\$30,000); digitization of records at the Cambridge Public Library (\$60,000) and Cambridge municipal cable (\$10,000); and turf restoration and irrigation installation at Fort Washington (\$40,000). Provided grants for restoration of significant buildings owned by non-profit organizations, including masonry repairs at First Baptist Church, 5 Magazine St. (\$25,000) and roof repairs at Grace Methodist Church, 56 Magazine St. (\$25,000).
- Initiated new landmark studies of the Masonic Temple, 1950 Massachusetts Ave., a prominent Neoclassical style building (1910) in Porter Square, and the William Dean Howells House, 41 Sacramento Street, home to the writer and his wife, Elinor Mead, from 1866-ca. 1870, while he was editor of *The Atlantic Monthly*. Completed landmark studies of two former churches: North Prospect Congregational Church, 1803 Massachusetts Ave, and Immaculate Conception Lithuanian Church, 424-430 Windsor St., both of which are now designated landmarks. Negotiated a preservation restriction for houses and open space at Shady Hill Square.
- Updated guide for window replacement for historic properties.
- Completed Avon Hill Boundary Study and made recommendations to the City Council on district boundaries, administration, guidelines, and commission composition.

Historical Commission

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- Completed manuscript preparation and book design for the oral history publication, *Common Cause, Uncommon Courage: World War II and the Home Front in Cambridge*.
- Participated in planning committee for Margaret Fuller's 2010 bicentennial celebration.
- Supervised four interns: Three students from Wellesley College's internship program in art and architecture assisted in obtaining images and permissions for Building Old Cambridge, and an archives intern from Simmons College School of Library and Information Sciences wrote a finding aid for a collection of papers from a family of Swedish immigrants and continues to organize CHC collections.
- Worked with Cambridge Public Library and Cambridge Historical Society to create a comprehensive archives Website with a searchable database of Cambridge history collections; posted finding aids for 20 collections and other resources on the CHC Website; and updated CHC Website with new GIS maps of designated properties and National Register properties.
- Helped present *Cambridge Discovery Days*, free walking tours and events in August 2008. Led by volunteer guides, the programs attracted over 400 participants. The sponsoring organization is the Historic Cambridge Collaborative, an informal group of non-profit institutions (including the CHC) that develop public programs celebrating Cambridge history.



The Old Cambridge Baptist Church restored its 1890 Tiffany window with the help of an Institutional Preservation Grant from Community Preservation Act funds.

Human Rights Commission

Nancy Schlacter, Interim Director • 51 Inman St., Cambridge • 617.349.4396

The Cambridge Human Rights Commission (CHRC) was established in 1984 to protect the Civil Rights of citizens and visitors of 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. The Commission educates the public, including school-age children, about their rights and responsibilities under the law, advises the administration about issues affecting City departments and provides training to City employees and other city organizations.

Highlights and Accomplishments

- Investigated over 26 claims of discrimination in Cambridge in FY09.
- Continued implementing mediation as a component of the Commission's enforcement mission.
- Worked with the Commission for Persons with Disabilities and the City Council's Ordinance Committee to pass an amendment to the City's Human Rights Ordinance which includes ADA, Title III requirements of accessibility where readily achievable.
- Continued an Outreach Program that includes a Website, brochures in various translated versions, Public Service Announcements (PSAs) on local cable channels and a Civil Rights Curriculum.
- Continued to train Commissioners and staff in skills related to the work of the Commission.
- Produced a newsletter, which is widely distributed to community organizations, City employees and people interested in discrimination issues. The newsletter consists of news



Eva Dilanni-Miller of Graham & Parks School won 1st Place Essay in the annual Fair Housing Month Awards contest.

of the Commission and legal news and analysis in the area of discrimination law.

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

Human Services

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

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

DHSP services provided directly to the community include:

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

In addition, the department brings non-profit and community-based organizations together for planning, coordination and technical assistance, funding many of these agencies through service contracts. During the past year, the department continued implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. The department provided staffing and leadership for major community collaborations, such as the Agenda for Children, and planning support for residents exploring Aging in Place for Cambridge seniors. The department continues to promote its online comprehensive resource guide, www.CambridgeSomervilleResourceGuide.org, and its companion paper directory to enhance accessibility of services to residents.



Peabody Pre-School students practicing yoga.

Highlights and Accomplishments

- Served 39,836 meals and snacks in 28 sites throughout the city during the 2008 Summer Food Service Program covering camps, parks and housing developments.
- Worked with City and community agencies to develop and implement the digital divide pilot to connect families at Newtowne Court with computers to enable them to access the Internet through the City's Wifi and to enable them to use the computers for educational, employment and other purposes.
- Through the Community Engagement Team of Cambridge Connections, five outreach workers from five underserved communities worked within their communities to bring 400 families to literacy related events.
- Fostered community by providing staff and programmatic support to numerous community celebrations, including Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Arts in the Park events, the 17th annual North Cambridge Crime Task Force's Day and Night Out Against Crime, and Danehy Park Family Day, among others.
- Across all the department's programs serving children and youth, progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, expanded communication to families about inclusion efforts and strengthened linkages with schools.
- Provided parent support and fostered community through a network of parent/child playgroups, family literacy events and a Caring for Babies Forum.
- Through the Mayor's Summer Youth Employment Program, collaborated with DPW, the Youth Centers, MIT and Friends of Alewife Reservation to support a variety of projects that introduced teens to environmental issues and careers.
- Worked with the Cambridge Innovation Center and the Chamber of Commerce to introduce 50 teens to the excitement of entrepreneurship through presentations, mock interviews and summer internship opportunities.

DIVISION OVERVIEWS AND ACCOMPLISHMENTS

Office of Workforce Development

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

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

- Served over 300 adult residents through the Cambridge Employment Program, which offers career counseling, job search assistance and referrals to education and training. Supported workforce development opportunities for residents.

Human Services

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- Successfully launched Cambridge Works, a transitional employment program for adults ages 18-35 with major barriers to employment, providing them with a temporary city job, intensive case management, soft skills development and job search assistance to help them find unsubsidized employment after program completion.
- For older teens, operated an internship program with Harvard University's clerical union. In collaboration with the Chamber of Commerce, offered ongoing cycles of an intensive six-week career exploration program for teens to enhance employability and developed an Entrepreneurship summer program for teens to introduce them to the concepts of business development.
- Through the Mayor's Summer Youth Employment Program, served a record 851 youth providing them with summer jobs that helped increase their skills and future employability by expanding career/college readiness activities.
- Coordinated the Summer Jobs Campaign to recruit private sector jobs for older teens, working collaboratively with Just-A-Star's Teen Work program, the Workforce Program of the Cambridge Housing Authority and the Chamber of Commerce.

Planning & Development

The Planning & Development Division manages numerous grants to Cambridge human service providers, as well as programs operated directly by the City. This includes federal funds from several sources and City tax dollars. Based on information gathered throughout the year and input from the Human Services Commission, the City endeavors to direct resources to areas of greatest need. Division staff also work with other municipal and community agencies in various planning initiatives, including overseeing the Federal Housing and Urban Development's local Continuum of Care, which brings to the City and non-profit agencies approximately \$2.5 million dollars annually to support homelessness services.

- The planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- In an effort to improve access to services, the Division promotes www.CambridgeSomervilleResourceGuide.org, the online Human Services Information and Referral Database and its companion printed directory, the Desk Guide.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of funds that flow through the Division to community agencies. Among the contracted services are: youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities. During the past year, the Division administered more than \$2.9 million dollars in federal, state and other grants to provide these services.

Multi-Service Center For The Homeless

The Multi-Service Center serves the homeless and those at risk of homelessness through direct casework and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men, in partnership with the YMCA. As a component of its case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. DHSP-



One of the staff of the Multi-Service Center helping a client with housing search.

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

- Placed 456 individuals in temporary or permanent housing.
- Helped 391 individuals and 581 families maintain their current housing.
- Assisted 156 families in locating new housing.

Cambridge Prevention Coalition

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

- The Coalition received funding to develop a community mobilization effort to reduce youth access to alcohol by helping to change community norms around providing alcohol to underage youth.
- The Coalition's Teens Against Drugs and Alcohol Abuse program conducted two very successful campaigns at CRLS: 72% don't "use Marijuana" and 72% don't "binge drink" to counter misperceptions among students that most teens at the school engage in these behaviors.
- The Coalition launched OPEN, the Overdose Prevention and Education Network, a program to prevent fatal and non-fatal opioid overdoses, utilizing risk reduction strategies.

Commission for Persons with Disabilities

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

center 1
see CMYK
Cover/Center spread

center 2
see CMYK
Cover/Center spread

City Departments

Cambridge City Hall

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

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

Affirmative Action

Duane Brown, Director
City Hall, 617.349.4331

Animal Commission

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

Arts Council

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

Assessing

Robert P. Reardon, Director
City Hall, 617.349.4343

Auditing

James Monagle, Auditor
City Hall, 617.349.4240

Budget

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

CITY TV-8

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

City Clerk

D. Margaret Drury, City Clerk
City Hall, 617.349.4260

City Council

Sandra Albano, Executive Assistant
City Hall, 617.349.4280

City Manager's Office

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

Community Development

Beth Rubenstein, Asst. City Manager
for Community Development
344 Broadway • Cambridge, MA 02139
617.349.4600 • TTY 617.349.4621

Commission for Persons With Disabilities

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

Conservation Commission

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

Consumers' Council

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

Election Commission

Marsha Weinerman, Director
51 Inman Street • Cambridge, MA 02139
617.349.4361 • TTY 617.492.0235

Electrical

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

Emergency Communications

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

Emergency Management

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

Finance

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

Fire

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

GLBT Commission

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

Historical Commission

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

Human Rights Commission

Nancy Schlacter, Interim Director
51 Inman Street • Cambridge, MA 02139
617.349.4396 • TTY 617.492.0235

Human Services

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

Information Technology (IT)

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

Inspectional Services

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

Law

Donald A. Drisdell, City Solicitor
City Hall, 617.349.4121

Library

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

License Commission

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

Mayor's Office

E. Denise Simmons, Mayor
City Hall, 617.349.4321

Peace Commission

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

Personnel

Michael Gardner, Director
City Hall, 617.349.4332

Police

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

Police Review & Advisory Board

51 Inman Street • Cambridge, MA 02139
617.349.6155 • TTY 617.492.0235

Public Health

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

Public Works

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

Purchasing

Cynthia Griffin, Purchasing Agent
City Hall • 617.349.4310

School

Carolyn L. Turk, Ed.D., Interim Superintendent
159 Thorndike St. • Cambridge, MA 02141
617.349.6400 • TTY 617.492.0235

Traffic, Parking and Transportation

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

Veterans' Services

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

Water

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

Weights & Measures

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

Women's Commission

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

Summer in the City

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

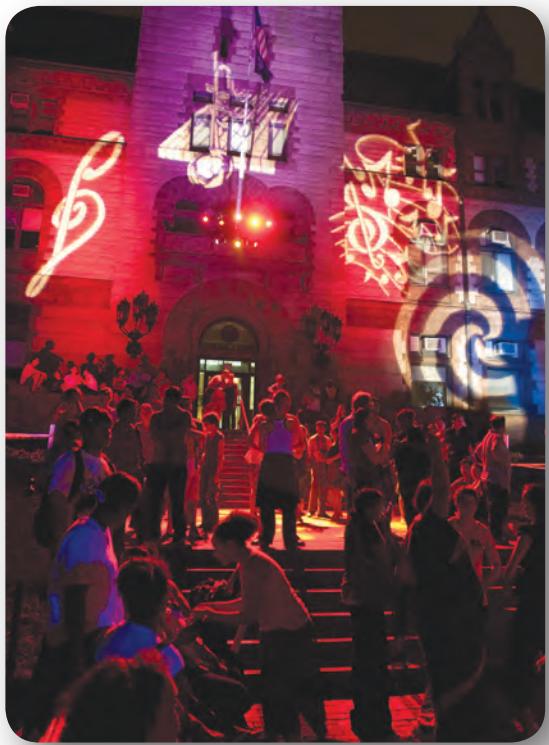


Cambridge River Festival



Photos by Linda Haas Photography

For the 30th anniversary of the *Cambridge River Festival* in June, the Cambridge Arts Council drew over 170,000 festival-goers to the banks of the Charles River for a celebration of the local arts.



Dance Party & Danehy Park Family Day



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

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

Human Services

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- Provided technical assistance and over 100 training sessions to City departments and local private sector businesses and organizations.
- Responded to over 2,000 requests for information and referral from the public.
- Continued to administer a number of programs for Cambridge residents with disabilities, including the Temporary Disabled Permit program, the Taxi Discount Coupon program, the Reserved Disabled Parking program and the Recycling Bin Carrier and Exemption programs.

The Kids' Council

Created by City ordinance in 1991, the Coordinating Council for Children, Youth and Families (more commonly known as The Kids' Council) provides leadership in promoting a comprehensive local response to the needs of Cambridge children and their families. It is comprised of parents, community members and top City officials, as well as representatives of universities, businesses, and philanthropic and community organizations. Major initiatives of The Kids' Council are the Agenda for Children, the Center for Families, Youth Involvement and Inclusion in Out of School Time Programs. The Kids' Council's Youth Involvement Initiative advocated at the state level for a bill to give 17 year olds the right to vote and youth presented on that initiative at the 2008 National League of Cities Conference.

- Through the Agenda for Children Literacy Initiative, over 1,200 families were reached through a language development campaign, reading parties, parent/child activity events and storytelling.
- Through the Agenda for Children Out of School Time Initiative, Cambridge has built a coordinated system of professional development and program quality improvement across all after-school programs in the city.
- Through the Youth Participation and Planning Initiative, a youth delegation was sent to the National League of Cities Conferences and 16 Youth Leaders participated on the Youth Involvement Subcommittee.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational



Children from the Fitzgerald Community School visiting legislators at the State House.

opportunities for all age groups. Through 12 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run programs such as *Arts in the Park*, cultural and social family events, including children's performances in music, dance and theater. Participants in these programs represent the racial and ethnic diversity of Cambridge. Staff has participated fully in the department's effort to enhance programs' capacity to serve children with disabilities in inclusive environments.

- Over 1,400 classes were offered for children and adults, along with numerous family and senior trips.
- Sponsored 35 community building events and over 50 events for families in various neighborhoods of the city.
- Offered 94 *Arts in the Park* events and three performances in conjunction with the Cambridge Arts Council.
- Served over 800 children through summer camps and collaborated with the School Department to incorporate summer academics in several camps and to provide extended day for summer school sites.
- Provided significant support to the North Cambridge Crime Task Force in organizing and carrying out the 17th successful Night Out Against Crime, attracting more than 2,000 participants.

Recreation

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



Families at the Agenda for Children Literacy Story Walk enjoying interactive reading.

Human Services

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for children with special needs, as well as programs for young adults with special needs.

- Successfully managed the 23rd Annual *CityRun* and *CityWalk* road race, which attracted over 1,500 participants and raised \$28,000 in corporate and individual donations. *CityRun* was named one of the top 100 road races in New England by *New England Runner Magazine*.
- Sponsored 60 youth and 40 adult recreation and swimming classes.
- Staffed City Sports Commission working to enhance coordination and access to sports for all youth.
- Promoted outdoor family movies "Screen on the Green" in different neighborhoods of the city in conjunction with family arts performances.
- In conjunction with the Youth Centers, provided a school year middle school travel basketball league and a summer basketball leagues for pre-teens and teens.

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

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

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



Racers with strollers in the *CityRun* *CityWalk* annual race at Fresh Pond.



Children from the Fletcher Maynard Afterschool Program.

Council on Aging

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. At the Citywide Senior Center and the North Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The Division also operates a Senior Shuttle that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

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

- Provided over 3,600 information and referral services to seniors, including playing a major role in sponsoring information sessions and assisting seniors with health insurance related issues.
- Coordinated services such as meals, transportation, counseling and referral to homemaker and other home based services as well as numerous other social, advocacy, recreational and support services for more than 500 seniors.
- Sponsored several informational sessions for seniors to address the increasingly complex problems of finding health benefits and prescription drug benefits coverage.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 9,000 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.
- Breakfast and lunch are served daily and over 28,000 individual meals were served last year.

Human Services

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Children from the Morse Pre-School studying bugs in their neighborhood.

Child Care and Family Support Services

The Child Care and Family Support Services Division offers residents six licensed and accredited Preschool Programs, seven licensed Afterschool Programs and programs offered by the Center for Families. Pre-School programs, strategically located in six elementary schools, serve 120 children ages 2 years 9 months to 5. Parents receive detailed progress reports, supported by portfolios of their child's work, twice a year. Each report covers personal and social development, language and literacy skills, mathematical and scientific thinking, social studies, art and physical development. Six classrooms have received accreditation and one program is in the accreditation process with the National Association for the Education of Young Children.

Afterschool Programs serve 160 children ages 4½ to 12 in seven classrooms located in four elementary schools. The programs all participate in the Agenda for Children Quality Improvement Initiative, a coordinated system of professional development and program quality improvement. All staff have been trained in inclusionary practices and receive on-site coaching support. The workshops and coaching enable staff to modify programs to better meet the needs of all children.

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

- Provided quality pre-school and afterschool care to over 270 children daily, with 40% of children receiving financial aid through the City or State.
- Provided over 500 families with children birth to age 6 with a wide variety of programming including 16 different weekly playgroups, newly revised fathers and mothers groups, 10 community-building events such as family dances, field trips, etc.
- Co-sponsored with other partners, city-wide events such as Family Literacy Fun Day at City Hall and the Caring for Babies Forum.
- Received Universal Pre-Kindergarten Grant funding from the state to support quality initiatives and professional development for pre-school staff.

Community Learning Center

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

The core program includes seven levels of English for Speakers of Other Languages classes and five levels of basic reading, writing and math classes. GED and pre-GED classes prepare students to pass the five high school equivalency examinations. The Adult Diploma Program awards a Cambridge Rindge and Latin School Diploma to adults based on a combination of demonstrated competency in reading, writing, mathematics and U.S. history and credit for previous coursework, employment, home management, languages and other life experience areas. The Bridge Program prepares students for the transition to post-secondary education. All students receive educational counseling; individual tutoring with trained volunteers is available as needed. Students can also learn basic computer operations and practice their English, reading, writing and math skills on a computer. The CLC is a partner in the Community Engagement Team, which provides outreach and education of English Language Learners and minority communities so that parents, caregivers and young children are engaged in learning opportunities that support school readiness.

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

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



Community Learning Center students working to learn English in class.

Human Services

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Youth Programs

The Cambridge Youth Program offers diverse high quality programs that promote leadership and youth development through enrichment activities, unique experiences and opportunities to develop relationships with adults and peers. The programs enable youth to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, citizenship and adult life. Programs are offered through five fully equipped youth centers located in different neighborhoods of the city. The centers include classroom space, meeting rooms, gyms and easy access to parks and fields. A diverse and multi-talented staff is available to provide mentorship to youth. In the afternoons, the centers run pre-teen programs licensed through the Department of Early Care and Education. The Youth Program also operates two afternoon Middle School Partnership Programs, one in conjunction with the Peabody School and one in conjunction with the King Open School, designed to attract, support and challenge middle school youth.

Each youth center offers evening teen programs. The Youth Program strengthened teen programming through: partnerships with MIT for an environmental radio program; City Peace, a violence prevention program funded by the state; peer to peer outreach programs; and leadership development programs. The youth centers operated four summer camps, a youth basketball league and several teen summer community service learning programs.

- Collaborated with King Open School to launch a Middle School Partnership program at the Frisoli Youth Center. Partnered with the Cambridge Police to operate a middle school basketball league.



Teens from the Youth Center Terrascope Radio project interviewing an MIT scientist for a radio broadcast.

- Operated several work-based learning programs for teens during the school year, including: Leaders in Action; a leadership development program; Neighborhood Service Project; a community-service learning program for younger teens; and City Peace, a violence prevention and service program.
- Served over 300 children ages 9-13 in summer programming which included enrichment, sports, recreation and academics through partnership with the Cambridge School Department to stem summer learning loss.

Information Technology

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

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users working in 42 departments located in 40 municipal buildings across the city. ITD is responsible for maintaining all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), and Geographical Information System (GIS). The Department manages a \$1.5M fiber optic network that links all City locations, thousands of users and major infrastructure services such as Schools, Fire and Police. ITD is continuously developing and improving the City's Website, which provides remote access to important City resources and information. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS systems.

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

Highlights and Accomplishments

- Assisted in the design and implementation of wireless connectivity at Newtowne Court.

- Implemented online street occupancy permit application and payment, and resident parking permit renewal and payment.
- Implemented online payment for utility billing system.
- Implemented a citywide municipal ticketing system.
- Completed E-Line enhancements, including expanded alert system and text messaging.
- Designed new Websites for the Department of Public Works and Cambridge Public Library.
- Created new Parks GIS Cityviewer for the Community Development Department, Infrastructure viewers for the Department of Public Works and Water Departments, and a citywide construction projects viewer. All viewers are available to the public.
- Completed a full review for the U.S. Census 2010 Participant Statistical Area Program (PSAP) with CDD. This information will aid the U.S. Census in delineating accurate census tracts and boundaries for the upcoming 2010 Census.
- Designed and implemented the new Voice Over Internet Protocol (VoIP) phone system for new Main Library and new CRLS.

Inspectional Services

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

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

Highlights and Accomplishments

- Continued generating high levels of revenue from building permits and related fees which reflects the high level of construction activity in the city, valued in excess of \$500 million, in FY09.

- Continued collaboration with the License Commission, Traffic and Community Development departments to improve coordination prior to issuance of significant building permits.
- Continued inspecting dumpsters in the City to ensure control of rodents, and working with the City's Public Works and Health Departments on creating a Dumpster ordinance.
- Worked with the Health Department in creating a Trans Fat Regulation, and on ongoing health concerns.
- Worked closely with neighborhood groups to resolve problems.
- Initiated process for developing functionality to apply for permits online in collaboration with the IT Department.
- Continued Multi Family inspections for safety compliance.

Law Department

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

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

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

Highlights and Accomplishments

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

training to boards and commissions regarding their duties, conducting public meetings, ethics and conflicts of interest.

- Provided substantial analysis, review, and advice relating to:
 - Assisting the Election Commission with a vacancy recount and on a range of issues in municipal elections;
 - Working with the Co-Chairs of the Ordinance Committee on several significant zoning petitions;
 - Drafting and reviewing a number of other new ordinances and proposed amendments to existing City Ordinances;
 - Working with various City departments in connection with federal and state permitting requirements, including those pertaining to the environmental impacts of construction;
 - Contracting issues related to major public construction, sewer and storm drain reconstruction and utility infrastructure projects;
 - Drafting numerous legal instruments related to real estate transactions;
 - Housing matters, including preservation of long-term affordability in existing housing and development of new affordable housing;
 - Intra and Inter-Agency coordination on telecommunication policies; and
 - Working with the Assessing and Finance Departments on real estate tax exemption applications and bankruptcy matters.

Library

Susan Flannery, Director • 359 Broadway, Cambridge • 617.349.4040

CPL by the Numbers in FY09

- Checked out 1,035,135 items;
- 40,166 new books, compact discs, DVD's and other materials were added to the collection, a 39% increase over FY08;
- 149,271 questions were answered;
- 6,565 new cardholders were registered for a total of active cardholders;
- 578,863 page views and 192,275 user sessions on the library Web site;
- Processed incoming 203,358 and outgoing 63,610 reserve items; delivery bins grew from an average 53 to 63;
- 86,264 public computer sessions;
- Provided access for 160,321 searches on online databases at the library and from home;
- Participants of the two summer reading programs checked out 59,906 items;
- Delivered 10,304 books to seniors who are homebound, live in senior housing, nursing homes and assisted living facilities;
- 53,499 individuals attended library programs.

Highlights and Accomplishments

It was an exceptional year with the closing of the temporary Main Library at the end of January. The Central Square Branch Library hours were expanded to cover the Main Library's schedule as staff spent three months preparing to move. In a process that spanned both May and June and lasting over four weeks, all staff and library materials were relocated from the Longfellow School to the construction site at 449 Broadway. In a historic first, three branch libraries (Central Square, Boudreau, and O'Neill) circulated over 100,000 items during the fiscal year. Central Square circulation neared 200,000. In spite of the Main Library being closed for 5 months, overall circulation rose 12%.

As the contractor completes work on the new Main Library building and site, library staff are targeting all items in the collection to ready them for the introduction of customer self-checkout, organizing the collection in the new space, ordering new materials for opening day, and setting up computers and furnishings for the grand opening.

Special Events

- The success of Cambridge READS continued with *How the Garcia Girls Lost Their Accents* and a spectacular visit by author Julia Alvarez to both Cambridge Rindge and Latin School and Sanders Theater. Ms. Alvarez charmed her audiences with her passion for books and reading, the tale of her family's immigration to New York from the Dominican Republic, and her warm and engaging personality. In addition to Ms. Alvarez's presentations, the Library hosted a Dominican Dance Fiesta and worked with Cambridge



CRLS students had the opportunity to exchange ideas with author Julia Alvarez during the Cambridge Reads program.

Community Television to create three short films about the immigration experiences of Cambridge residents.

- The Main Library Children's Room hosted popular author John Green and his brother Hank. Due to the overwhelming response to the program, it was moved to a larger venue at Cambridge College. In spite of the increased seating, the hundreds of teens who showed up for the event could not be accommodated in the lecture hall. The brothers split up and entertained audiences in two different spaces and then swapped and repeated the presentation to the new group. John Green stayed until he had spoken to every person and signed every book. It was one of the most successful and exciting programs the library has ever offered for teens.
- Submissions to the annual Poetry Contest sponsored by the Library and the Cambridge Tree Project, grew by 20% to over 800. The awards presentation was held at the YMCA so that the hundreds of poets and fans could attend. Fifty-seven children from kindergarten through high school were honored for their exceptional work.
- The Library hosted South African authors Sindewe Magona and Elinor Sisulu for a family night at the Central Square Branch. Both enthralled the audience with their animated storytelling.
- The Library, in collaboration with *The Horn Book Magazine*, Houghton Mifflin Company, the Foundation for Children's Books, and Massachusetts Institute of Technology, hosted "Celebrating James Marshall and Humor in Children's Books." Roger Sutton, editor-in-chief of *The Horn Book Magazine*, authors and illustrators Susan Meddaugh and David Wiener, librarian Susan Moynihan, and Anta Silvey, noted expert in children's literature spoke to an audience of librarians, teachers, parents, and scholars at MIT's Stata Center.

Library

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Literacy Initiatives

- Each week, 12 different English conversation groups take place and 50 student/tutor pairs meet regularly at libraries and other venues throughout the City.
- Volunteers initiated a job searching service for literacy students. They help students write resumes, set up email accounts, apply for positions online, and prepare for interviews. This one-on-one service has had great success with individuals who face significant obstacles in their search for employment.
- After-school homework assistance was offered three afternoons a week at both the O'Neill and Valente branch libraries. Many of the students who take advantage of this service come from families whose first language is not English.
- Alaskan sled dogs, baby farm animals, wolves and Farmer Miner and his pig Daisy entertained and engaged children at libraries throughout the city as part of the summer reading program, *Go Wild, Read!* In a post-program survey, the overwhelming response from children and parents was that the children read more because of *Go Wild, Read!* Twenty-six camps visited the library regularly during the summer and nearly 60,000 items were checked out.
- The library was awarded a contract from the Department of Early Education and Care to become the Greater Boston Early Childhood Resource Center. The center provides books, kits, puppets, assessment tools, and DVD's to those involved with the education and care of young children. During the past year, the ECRC collection has been updated, an open house was held and three Families First Parenting Workshops were held in the spring. The ECRC collection is temporarily housed at the Child Care Resource Center until the completion of the Main Library



Captivated readers!

- Through the generosity of the Agenda for Children, 21 family day-care providers received bi-weekly deliveries of thematic story bags, created by the library and 992 new parents received "Welcome Baby" packets that promoted the importance of speaking and reading to children of all ages.

Boudreau Branch

- The floor plan of the branch was re-organized to accommodate the anticipated increase in use when the Main Library closed.
- Due to the popularity of the adult knitting group, a children's knitting group was initiated.

Collins Branch

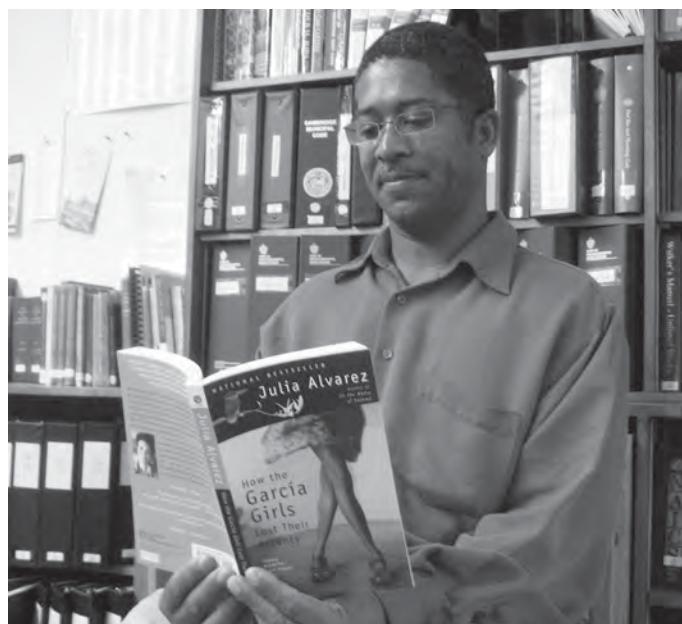
- Circulation increased 15% and over 3,000 residents attended branch programs.

Central Square Branch

- Public service areas were re-designed to accommodate the anticipated increase in use when the Main Library closed.
- A bi-lingual survey in Spanish and English was developed, staff visited community agencies serving Spanish speaking residents, classes from the Community Learning Center came for tours, and a second play group from the Center for Families was scheduled.
- Summer reading club participation increased 9%. Ten camps made over 50 visits throughout the summer. Circulation of Spanish language materials nearly doubled.

O'Connell Branch

- 8,100 residents attended the 337 programs sponsored by the branch.



Lionel Charles partakes in the Cambridge Reads experience.

Library

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O'Neill Branch

- Over 6500 residents attended the 374 programs sponsored by the branch.
- Staff member, Norman Waksler read from his second collection of short stories *Signs of Life* and local author Dick Cluster spoke about his new book, *The History of Cuba*.

Valente Branch

- Teachers from the King Open School were invited to attend a reception at the branch so that they could learn more about the resources the library had to offer them and their students. As a result, the number of class visits increased.
- Over 7,200 residents attended the 488 programs sponsored by the branch.



Librarian Daryl Mark shares a story with preschoolers at the O'Connell Branch.

License Commission

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

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

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

Highlights and Accomplishments

- The "Cambridge Clean Air Cab" program continues to provide grant funds of \$10,000.00 to each Cambridge medallion holder who converts to any clean air cab (Hybrid vehicle). At present, the License Commission has 13 Hybrid vehicles operating under Cambridge Hackney Medallions. We anticipate another 7 vehicles before the end of 2009.
- The sixth annual **Taste of Cambridge** took place in June, moving to a new site at The Charles Hotel in Harvard Square. Over 60 restaurants participated, providing sample tastings and drinks of the day. In the highest sale of tickets to date, the event raised more than \$60,000 for the Youth on Fire and Club Passim Culture for Kids/Music Speaks.

- The Cambridge License Commission sidewalk restaurant patio program continued to gain popularity among our restaurateurs and their customers, doubling the number of sidewalk patios throughout the City of Cambridge. Visitors and residents are able to partake of food and drink while enjoying the unique experience that is Cambridge.



2009 Taxi Driver of Year Robert Karanski with License Commission Chair Richard Scali.

Mayor's Office

E. Denise Simmons, Mayor • City Hall • 617.349.4321

E. Denise Simmons was elected Mayor of Cambridge on January 14, 2008 following the 2007 City Council election. She is the first female African American mayor for the City of Cambridge.

PURPOSE & OVERVIEW: The Mayor is selected by the City Council from among its membership to serve a two-year term. In the City of Cambridge, the Mayor serves as Chairperson for both the City Council and the School Committee. The Mayor fulfills political, ceremonial and community leadership functions on behalf of the City.

ADMINISTRATION: The Mayor's Office is a significant center of governmental leadership in Cambridge. The Mayor, Vice Mayor and City Councillors work together to serve the various needs of the city. The Mayor's Office serves as a first point of contact – as well as a conduit to other City departments – for a multitude of residents who seek assistance regarding housing, employment, educational, and general community matters.

GOVERNMENTAL RELATIONS: The Mayor participates locally in ongoing initiatives, program planning and development, and



Mayor Simmons at the Anti-Proposition 8 Rally, November 23, 2008.

special events. The Mayor's Office hosts a number of visiting delegates, as well as local colleagues and officials interested in furthering their partnership with the City of Cambridge. Mayor Simmons participates in the U. S. Conference of Mayors, the National Conference of Black Mayors, the National League of Cities, the International Gay and Lesbian Elected Officials (INGLO) and the National School Board Association. At the state level, Mayor Simmons is a member of the Massachusetts Mayor's Association and the Massachusetts Municipal Association. Locally, Mayor Simmons is on the board of the YWCA and the Kids' Council.

COMMUNITY LEADERSHIP: As chairperson of the City Council, Mayor Simmons drafts and supports legislation that is responsive to the needs and concerns of those who live and work in Cambridge. Mayor Simmons uses the “town meeting” style of constituent engagement to provide a forum for community voices. She has also appointed several civic advocates to provide a liaison role to different constituencies. The Office of the Mayor, as informed by events or public sentiment, may find it necessary to appoint commissions or task forces that pursue policy discussions about issues which are of concern to our citizens. The Community Leadership Fund is used for printing, mailing and other organizational and public information-related expenses. Also included in this section is funding for the Sister Cities Program, which maintains relationships and fosters exchange between the City of Cambridge and several cities around the world.

CEREMONIAL FUNCTIONS: The Mayor's Office hosts and organizes many ceremonial and social public events. The largest events include an annual holiday party in December, an annual dinner honoring the Cambridge Auxiliary Police, and two celebrations for Cambridge seniors in conjunction with Harvard University and the Massachusetts Institute of Technology in spring and summer. Each month of the year has its own special theme and events, which are coordinated with or by the Mayor's Office. For example, there is a month-long Black History celebration coordinated in conjunction with the Employees' Diversity Committee, a Women's History Month celebration, St. Patrick's Day, Italian Heritage Month, a Holocaust observance, Dance Month Celebration, a Gay Pride brunch, Fair Housing Month, student art exhibits and many other events. Mayor Simmons has also expanded the scope of events by incorporating a Haitian Flag Day celebration in 2008, a Latino Heritage celebration in 2009, and a celebration of the 5th anniversary of same-sex marriage licenses being issued and recognized in Massachusetts in 2009.



At the Fifth Grade Girls Sport Day: Mayor Simmons and Two-Time Olympic Gold Team Member and Women's Soccer Player Heather Mitts. (Photo by Phyllis Berkowitz)



At the CRLS Renovation Groundbreaking Ceremony: Jim Hervol, Project Executive for Consigli Construction, Interim Superintendent Carolyn Turk, Mayor E. Denise Simmons, City Manager Robert W. Healy, and George Metzger, HMFH Architects.

Peace Commission

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

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

The Commission celebrates local people and efforts with programs and events, and organizes community forums on issues affecting the community. It supports Cambridge's sister city relationships, including those with San José Las Flores, El Salvador and Yerevan, Armenia.

Highlights and Accomplishments

Addressing violence, promoting peace and justice in schools by:

- Working with parents, students, teachers and administrators to create the Cape Verde Peace Project at the King Open School, promoting multicultural education and building connections among diverse parts of the school community, while helping to build a school in Cape Verde.
- Working with the District-Wide Conflict Mediator, LGBT Family Liaison and Welcoming Schools, Project 10 Coordinator, and the STARS Program at the Cambridge Public Schools to identify programs and activities that provide training and support to student mediators and staff.
- Working with Youth Underground, the resident youth acting ensemble at the Central Square Theater composed of CRLS students, to support and promote their performances of *Voices In Conflict* – a play based on the true experiences of soldiers using their own words.

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

- Working on violence prevention in collaboration with the Cambridge Police Dept., Cambridge Public Schools, City youth centers, the CityPeace program, the Mayor's Summer Youth Employment Program, and neighborhood and community groups.
- Participating in the Domestic Violence Task Force, including planning the "Men Take a Stand on Domestic Violence" poster campaign for Domestic Violence Awareness Month.
- Co-sponsoring the "Facing Peace" exhibit at Lesley University, with portraits of families showing how they cope with the loss of a child to a homicide or to incarceration, the rippling effects of violence on families and communities, and the families' struggles, strengths and survival strategies.

Fostering peace through building connections and community:

- Holding the Cambridge Peace and Justice Awards Dinner, presenting awards to 10 individuals and four groups reflecting the depth and breadth of work for peace and justice in Cambridge.

- Organizing the 20th annual Cambridge Citywide Holocaust Commemoration, working with schools, communities of faith, and City departments to create an inclusive and moving ceremony with music, remembrances and reflections from Anna Ornstein, a survivor of the Holocaust.
- Organizing and facilitating the Cambridge Directors Roundtable, which brings together executive and program directors of City agencies, nonprofit organizations, and community groups six times a year for collaboration, discussion, networking and community building.
- Promoting diversity, understanding and community building among City employees through participation in the Employees' Committee on Diversity and its events.

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

- The Peace Commission has ongoing oversight and coordination of Sister City agreements with the support of the Office of the Mayor, and has given long-term support to Cambridge's sister city relationships with El Salvador and Yerevan, Armenia. It also serves as an informational center about sister cities for Cambridge.
- Organizing and cosponsoring an exhibit of photographs, art and testimonials from Hiroshima and Nagasaki, including a delegation of survivors and activists from Japan and a public event to share their words and experiences with the residents of Cambridge.
- Providing a place in city government for people to examine the impact of conflicts and wars around the world on Cambridge and communities in the City connected to those nations, and working with people to address them in meaningful and effective ways.



The Cambridge Rindge & Latin School Mediation Team receiving a 2008 Cambridge Peace and Justice Award. (Photo by Anthony Irving, www.SpontaneousSnapshots.com)

Personnel

Michael Gardner, Director • City Hall • 617.349.4332

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

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

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

Services to City departments include processing recommendations for personnel actions, maintaining the central computer database for personnel/payroll, and tracking benefits subscriptions as well as time off earned and used. The department also provides assistance in writing job descriptions, posting job vacancies, and coordinating external recruitment campaigns. The department serves as a resource in areas of management, staff and organizational development, and offers tuition reimbursement and both voluntary and mandatory training programs to employees on a variety of topics.

Highlights and Accomplishments

- Redesigned and delivered on-site Microsoft Office 2007 computer training to assist over 1,200 participants in software conversion.
- Redesigned and delivered "Preventing Sexual Harassment at the Workplace" and "Valuing Diversity" to over 175 City employees.
- Reached multi-year collective bargaining agreements with Teamsters, Area Trades Council, IWWA and UAW/Childcare, and police public safety units.
- Partnered with the Affirmative Action Director and Police Department to recruit a diverse pool of applicants for the 2009 entry level police officer exam, with particular efforts to maximize local participation.
- Expanded recruitment sources to include online career sites, targeted professional networks, and college employment web centers, and other new media, resulting in significant savings to the City.
- Developed and implemented several wellness initiatives in conjunction with health insurance vendors.
- Completed a review of outstanding workers' compensation liabilities for actuarial accuracy.
- Coordinated and participated on the Health Care Cost task force in order to review City efforts to control cost increases in our health plans, including wellness initiatives, which resulted in our recommending realistic cost saving options while implementing additional programs and benefits designed to improve the health of City employees.



All newly hired employees attend a "Valuing Diversity" workshop. Additionally, Personnel offers a wide variety of training opportunities designed to develop entry level to executive level employees.

Police

Robert C. Haas, Police Commissioner • 125 Sixth St., Cambridge • 617.349.3300

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

Highlights and Accomplishments

Office of the Commissioner

The Office of the Commissioner manages the overall operation of the Cambridge Police Department and plans for the future. Investigation of citizen complaints about police conduct and staff investigations remain the primary responsibilities of the **Professional Standards Unit**. The unit will audit procedures to test the quality of service we provide. The **Legal Advisor** assists the Commissioner with policy and analysis while keeping the department abreast of current court decisions and responding to various legal inquiries. The Legal Advisor also provides training and compliance monitoring on various police practices and procedures.

The **Public Information Office** provides public relations support, distributes the department newsletter and acts as a liaison with outside agencies and various media outlets. The **Planning, Budget and Personnel Office** is primarily responsible for maintaining sound hiring practices, budget preparation, setting strategy, and reinforcing our system of accountability. A major goal over the next year will be transitioning into the new Robert W. Healy Public Safety Facility and managing the first LEED Certified police station with silver certification. We continue to work on our vision plan to ultimately improve the quality of service to citizens, position the department to obtain long-term goals identified by various stakeholders, and improve the quality of life for the citizenry of Cambridge.

- A dedication ceremony for the Robert W. Healy Public Safety Facility was held on February 7, 2009 and an open house ceremony for all CPD retirees was held on May 13, 2009.
- The 7th Annual Employee Recognition Awards Program was held at M.I.T Kresge auditorium. Officer Louis Neal was named "Officer of the Year" and Detective John W. Crowley was named "Detective of the Year."
- At the City of Cambridge Annual Employee of the Year Award ceremony, Officer Eric Helberg and Sergeant Daniel Wagner were recognized for their outstanding accomplishments. Officer Helberg was recognized for his outreach work with the homeless and Sergeant Wagner for his tireless efforts during the construction of the new police station.
- The following two officers were promoted, one to the rank of Lieutenant: Sergeant Michael Maffei and one to the rank of Sergeant: Officer Brandon Woolkalis.
- Retirement of two Superintendents: Michael Giacoppo with 31 years of service and David Degou with 34 years of service.



Officer Louie Neal receiving the "Officer of the Year" from Carl Barron.

- In calendar year 2008, CPD responded to 104,926 calls for service. Of those calls for service, 3,968 were Part 1 index crimes that were reported to the FBI, which is the third lowest crime total Cambridge has seen in over 40 years. There was one murder reported in 2008; this was the first murder in Cambridge in over two years.
- Through May 2009, there were 66 uses of force reports, the majority of them being on the lower end of the spectrum, involving hands-on take down for handcuffing. This is significantly less than last year, which could be attributed to the new use of force policy that went in effect October 1, 2008. In FY10, we will be doing an audit on use of force, cross referencing with police reports that involve resisting arrest, assault & battery on a police officer, etc., to ensure we are continuing to properly report our use of force.
- The department created a Homeless Outreach Project within the Community Relations Unit, consisting of two full-time officers talking directly with the homeless population. They work closely with the service providers in the community to assist the homeless in trying to get them off the street and into shelters. These officers attempt to encourage them, but also let them know there is a zero tolerance of bad behavior within the community. The partnership between the homeless and the community service providers has enhanced the lines of communication between the overlapping agencies by improving intelligence and making the neighborhoods and community safer for our residents.

DIVISION HIGHLIGHTS AND OVERVIEWS

Operations Division

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

The **Selective Enforcement/Traffic Unit** performs specific assignments relating to truck restrictions, traffic, pedestrians and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city. The function of the **Community Relations Section** is to elicit the community's participation in identifying problems and solutions. The department establishes partnerships by developing liaisons with formal community organizations, business groups and other community groups. These partnerships assist the department in improving practices that relate to community policing, by conveying information to the community and by transmitting concerns from citizens to the department.

Neighborhood Sergeant Meetings were conducted throughout the year to address specific community concerns as they arose. The **Bicycle Patrol Unit** patrols various areas of the City and assists in community outreach through crime prevention programs, bicycle safety awareness and self-defense classes. The **School Resource Officers** (SRO) are assigned to each public school to provide daily contact for students, staff and parents as well as each youth center in the city. In addition, SROs provide crime prevention programs to students and act as a liaison with the department on safety issues.

- Facilitated eight Rape Aggression Defense programs; partnered with West Cambridge Youth Center and hosted a Bicycle Safety Workshop at the Haggerty School to introduce the "Cycle Kids Program designed to teach kids bike riding skills and safety. Collaborated with the Agenda for Children and the North Cambridge Crime Task Force to facilitate a community walk through North Cambridge. We coordinated a neighborhood safety walk with the Pemberton Street residents to reinforce community/police relations; and participated in all National Night Out Events.
- The Citizen Observer is a new system of delivering community information that allows citizens to sign up online to receive alerts and press releases from the CPD. Text-A-Tip Option is a new system that allows residents to anonymously text information to the department via their cell phones.



Sergeant Kathy Murphy presenting Officer Susan Kale with the Serving Seniors Award for her tireless work with the Cambridge senior citizens.

- We are actively engaging youth in the community to participate in various CPD programs, including the Madden Football Tournament and NBA Video Basketball Tournament conducted throughout the youth centers. The Cambridgeside Galleria Mall hosted the final playoffs and end of tournament celebration with all who participated. The department also coordinated the second Badges for Baseball/Quick ball at the YMCA.
- In May 2009, CPD partnered with Modells and participated in a Flag football game with various youth organizations at Russell Field. This event was extremely successful and included T-shirts, an awards ceremony and a cookout.
- Officer Sue Kale received the Serving Seniors Award from Somerville/Cambridge Elder Services for her outstanding public service of continually reaching out and going above and beyond her normal duties assisting seniors in the area.



Detective John Crowley receives the "Detective of the Year" presented by Carl Barron and Commissioner Robert C. Haas.

Support Services Division

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

The **Major Crimes Unit** includes all investigative functions of the department. Detectives investigate all serious crimes committed within the city, including murder, rape, robbery, aggravated assault, burglary and felony larceny. The **Special Investigations Unit** is responsible for conducting investigations into violations of Controlled Substance laws as well as prostitution and gambling offenses. The **Technical Services/Crime Analysis Unit** carefully reviews all information including crime reports, calls for

service, arrest reports, and notices from other agencies received by the department, looking for crime phenomena such as series, sprees, hot spots and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the department. Patrol and Investigative Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The unit is also responsible for maintaining the department's computer systems, infrastructure and radio system.

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

- The 3,968 serious crimes recorded in Cambridge in 2008 represent the third lowest total of index crimes in the past 40 years. There were 187 fewer index crimes recorded in 2008 than in 2007 that represent a 5% decrease. This decrease can be traced to the 28% drop in burglaries and 15% drop in larcenies from motor vehicles in 2008. After recording two

consecutive years of declines in violent crime, which consists of the combined total of murders, rapes, robberies and assaults, the City recorded a 12% increase in 2008. A large percentage of the increase in violent crime can be attributed to a sudden surge of 28% in the total of domestic aggravated assaults. Over the past 25 years, the serious crime total in Cambridge has fallen over 40%. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for each neighborhood. Additional information can be found on the CPD Web site, www.cambridgepolice.org.

Police Review & Advisory Board

51 Inman St., Cambridge • 617.349.6155

The Cambridge Police Review and Advisory Board (PRAB) was established in 1984 by City Ordinance. The primary function of PRAB is to review Police Department policies, practices and procedures and to investigate and adjudicate complaints brought by individuals or police officers against the Police Department or other police officers. The Board consists of five civilian residents of Cambridge. The role of PRAB is to provide for citizen participation in reviewing Police Department policies, practices and procedures; to provide a prompt, impartial and fair investigation of complaints brought by individuals against police officers, in addition to complaints by departmental employees against the Police Department; to ensure that citizen complaints against members of the Cambridge Police Department are handled in a timely, thoughtful, methodical and decisive way and that the Board's determinations are even-handed, through unbiased investigations.

- Developed and conducted a "Know Your Rights" workshop highlighting proper behavior by citizens and Police for CRLS.
- Continued to work closely with Human Rights Commission outreach programs.
- Provides workshops for community organizations.
- Continued attendance by the Board members for training seminars, community meeting, and lecture forums on behalf of PRAB.
- Developed and distributed a new PRAB brochure.
- Conducted workshops and presentations to homeless shelter residents.

Highlights and Accomplishments

- Continued an information sharing and case review process with the Police Department's Professional Standards Units.
- Continued reviewing and monitoring investigation of complaints filed at the Police Department Professional Standards Unit.
- All Board members are trained in police sensitivity techniques by attending a "Ride Along" program with individual police officers.
- Developed a public service program "Know Your Rights" with City TV-8 to educate the audience about the work of PRAB.

Public Health

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

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

Highlights and Accomplishments

Community Health

- Provided dental screenings to 2,523 children (pre-K-4) in 14 elementary schools. About 24% of children were referred for treatment, of whom 3% required urgent care. In addition, 495 preschoolers received dental screenings, of whom 17% were referred for treatment.
- The Agenda for Children Literacy Initiative led 54 workshops for 436 participants; visited 908 new mothers; participated in 10 community festivals, including StoryWalk; trained 214 early education and care professionals in the Let's Talk curriculum; and distributed 7,115 books to families.
- Pathways to Family Success organized 85 literacy events and other activities for 15 families.
- The Men's Health League (1) recruited and trained 10 men who provided community outreach and mentored other MHL participants; (2) organized four Fit for Life sessions for 37 men and two Fitness Brothers sessions for 160 men; (3) launched Navigated Care, a program that helped 28 men access health insurance and primary care; and (4) with community partners, hosted a Men's Health Breakfast, the annual Hoops 'N' Health citywide tournament, and nine other neighborhood events.



A player moves the ball upcourt at the 16th annual Hoops 'N' Health sports tournament and health education fair. (Photo by Suzy Feinberg)

- Organized events for Domestic Violence Awareness Month; published a booklet on how to respond to employees facing domestic violence; and launched a program that trains hair stylists how to help clients who may be domestic violence victims.

Emergency Preparedness

- Staff was instrumental in organizing Operation Potter, a large flu clinic that tested the department's emergency mass dispensing plan.
- Continued to prepare Cambridge Health Alliance for a range of possible emergencies. Hospital drills included a disease outbreak, chemical release and winter storm.
- Continued to work with the Boston University School of Public Health to improve emergency communication among health care organizations in Greater Boston.
- Volunteers from the Region 4b Medical Reserve Corps, which is coordinated by department staff, were deployed to help staff shelters in central Massachusetts after the December ice storm.
- The department's approach in engaging vulnerable populations in pandemic flu preparedness was recognized as a "promising practice" by the Center for Infectious Disease Research & Policy.

Environmental Health

- Drafted a biosafety regulation that would extend department oversight to all high-risk biological work conducted in Cambridge, and organized a biosafety training attended by 84 people from biotech firms, universities and the community.
- Received a two-year, \$155,734 grant renewal from the Massachusetts Childhood Lead Poisoning Prevention Program.
- Launched an ultrafine particulate study in Central Square with community volunteers.
- Addressed environmental health issues involving a proposed biosciences campus in Kendall Square, pharmaceuticals in the drinking water, and rooftop equipment noise levels.
- The Healthy Homes childhood asthma program conducted 204 home visits to families and provided information about asthma



Nearly 1,000 children and adults got vaccinated against the flu at the Tobin School flu clinic last fall. (Photo by Suzy Feinberg)

Public Health

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Au Bon Pain is among the many Cambridge food establishments that opted to go "trans-fat-free" before the citywide ban takes full effect in October 2009. (Photo by Suzy Feinberg)

and lead poisoning prevention to residents, housing advocates and others.

- During inspections of the City's tobacco vendors in FY09, the rate of sales to minors was 10.4%. The state target is 10%.
- Conducted 51 environmental health investigations involving tobacco smoke in residential buildings, mold, chemicals and bed bugs.
- Licensed 72 biotechnology labs; five body art establishments and 31 practitioners; one indoor ice rink; and two tanning establishments.
- Co-sponsored Museum of Science forums on nanomaterials and vehicular pollution.

Public Health Nursing

- Responded to the H1N1 flu outbreak in the community by following up on confirmed cases; providing guidance to child care programs; distributing educational materials at community events; and issuing news releases and posting Website updates.
- Investigated a rare outbreak of Salmonella Saint Paul and responded to a local E. coli 0157:H7 outbreak associated with a national recall of contaminated ground beef.
- Followed up on 161 communicable disease cases. Epidemiology staff continued to monitor disease trends and emergency department data for unusual activity.
- Administered 3,900 flu shots and 90 pneumonia shots at free citywide flu clinics and other venues. During Operation Potter, 920 people received flu vaccine at the Tobin School, making this the largest flu clinic ever held in Cambridge.
- Continued to evaluate and treat tuberculosis patients at The Cambridge Hospital's Schipellite Chest Center. In FY09, patients with active or latent TB made 2,552 visits to the center and nurses made 500 home visits.
- Served as health care consultants for eight Cambridge day care centers. In January, the department began providing all health care oversight and clinical guidance to city-managed day care and out-of-school time programs.

- Provided monthly health seminars, exercise classes and blood pressure screenings to Cambridge seniors.

School Health

- Cambridge public school students made 43,782 visits to school nurses during the 2008-2009 school year. Of these visits, only 4.1% resulted in dismissal for illness, 0.5% for injury and 0.1% for emergency care. School nurses also cared for more than 1,300 children diagnosed with a physical or developmental condition, such as asthma, food allergies or diabetes.
- Responded to H1N1 flu in the schools by implementing state recommendations for surveillance, screening and home isolation; coordinating efforts with primary care providers; and providing guidance to school administrators.
- The school-based healthy weight program conducted 40 cafeteria "tastings"; introduced seven new menu items; coordinated 53 coaching sessions for food service staff; helped produce the annual health and fitness "progress reports"; conducted 15 cooking classes for children; and piloted a "Cooking & Learning" program. Staff also helped secure state funding to provide free daily fruit and vegetable snacks at three elementary schools.

Policy Development & Other Activities

- Promulgated a regulation to ban artificial trans fat use in food service establishments, and worked closely with establishments and City agencies to prepare for the ban.
- Submitted testimony in support of statewide regulations on menu labeling and Body Mass Index (BMI) progress reports.
- Produced a public health bulletin about the social determinants of health titled, What Makes a Healthy City?
- Created a What Is Public Health? exhibit that was displayed at City Hall during National Public Health Week.



Monique Bennett, 2, was an enthusiastic participant in a toddler dental screening organized by the Cambridge Public Health Department. (Photo by Suzy Feinberg)

Public Works

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

The Cambridge Department of Public Works (DPW), operating within the framework of the City's goals, provides dependable, high quality and accessible service - maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The department supports the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance, collaborative efforts, the provision of information, and emergency preparedness and response.

Operating under the Commissioner, DPW is organized into three major units—Administration, Engineering and Operations—each of which is managed by an Assistant Commissioner. Within these units are 13 Divisions: Administration, Business Services, Engineering, Street and Sewer Maintenance, Snow and Ice, Solid Waste, Parks and Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance and Off-Hours.

DPW by the Numbers:

- Collected 19,949 tons of rubbish and 13,000 tons of recyclables;
- Maintained 125 miles of streets and over 200 miles of sidewalks;
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery, as well as a 15,000-tree urban forest;
- Provided 24-hour customer service and rapid response to emergencies in the public right of way including those related to snow and ice, heavy rain and damaging wind;

- Provided support services for over 150 public special events;
- Serviced 223 miles of sewer/drain lines, over 6,000 catch basins and 33 pump stations;
- Managed permits related to construction/business uses impacting the public way;
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions;
- Maintained 34 public buildings;
- Maintained 300 vehicles and pieces of equipment.

Highlights and Accomplishments

- Managed a \$28 million operating budget and \$85 million in capital improvement projects.
- Planted 450 new trees, including 150 trees that were installed during sidewalk improvement projects.
- Received the National Arbor Day Foundation Tree City USA award for the 16th consecutive year, as well as the Foundation's more prestigious Growth Award in recognition of the past year's STRATUM analysis using a sampling of the street tree inventory, and improvements to the tree planting program's public information (such as post-planting tree care door hangers and posting the annual street tree planting list online).
- Continued to work with the Rodent Task Force—which includes members from DPW, Inspectional Services, the Public Health Department, the Cambridge Housing Authority, and the community—particularly, on better management of dumpsters.
- Installed 36 new “Big Belly” solar-powered, trash-compacting receptacles throughout the Central Square area and in Area IV parks. Replacement of existing barrels with these larger-capacity, better sealed receptacles will provide better litter and rodent control and improve the overall cleanliness of Central Square and Area IV.
- Managed construction of major public infrastructure projects, including the Harvard Square Super-Crosswalk, Blanchard Road Improvements, and the Central Square Manhole Separation Project.
- Implemented recommendations from the Sidewalk Snow and Ice Removal Task Force, including improved publicity about property owners' snow removal responsibilities, revised priority snow enforcement routes and a new web-based complaint reporting system.
- Implemented the first year of the City's *Five Year Street and Sidewalk Plan*, which prioritized locations for streets and sidewalk reconstruction. Locations and other sidewalk and roadway reconstruction projects completed this past fiscal year include: North Massachusetts Ave. (Alewife Brook Parkway to Churchill Ave.), Clarendon Ave., Rindge Ave. (Alewife Brook Parkway to Middlesex St.), Walden St. (Richdale Ave. to Sherman St., and Mass. Ave. to King St.), St. Sauveur Court, Grozier Road at Fresh Pond Parkway, Linnaean St. (Garden St. to Raymond St.), Mount Auburn St. (Gibson St. to Story St.), Brattle St. (Church St. to Mason St.),



Over 140 Cambridge residents attended a recent City-sponsored container gardening workshop, which provided would-be home gardeners with information about growing plants in small spaces.

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Green St. (Pleasant St. to Putnam Ave.), Sellers St., Putnam Ave. (River St. to Magazine St.), William St. (Magazine St. to Pearl St.), Essex St., Fulkerson St. (Binney St. to Charles St.), Sixth St. at Gore St., and Rogers St. (First St. to Second St.).

- Collected over 40,000 pounds of food waste at the Recycling Drop-off Center. Launched a school-based organics recycling pilot program at the King Open School.
- Sponsored *Team GreenSense*, part of the Mayor's Summer Youth Employment Program, through which students learned about environmental issues, conducted energy audits, and made recommendations for ways to reduce energy use and promote sustainable transportation practices at the Area IV and Frisoli Youth Centers.
- Working with an interdepartmental work group, launched the Cambridge Employee *GreenSense* program, engaging

70 "Energy Champions" in promoting energy efficient practices in their departments. The first quarterly tip, from October through December 2008 encouraged employees to turn off unnecessary lights and equipment, and reduced electricity use by 10% from the same period last year -- saving enough electricity to power 13 homes or a 250 square foot office for one year.

Division Overviews and Highlights

Administration

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

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

- Received and responded to over 1,000 service requests from the public via the DPW Web page.
- Continued to improve department information management through improved and expanded use of the City's computerized work order system, Geographic Information Systems, and scanned shared documents.
- Continued to provide professional, technical and safety-training opportunities for the DPW workforce.

Engineering

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

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



CAMBRIDGE
GreenSense

Use Less. Gain More.

This year, DPW launched the Cambridge Employee *GreenSense* program, engaging 70 Energy Champions in promoting energy efficient practices within their departments.



DPW managed construction of major public infrastructure projects, including the Central Square Manhole Separation Project.

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DPW maintains over 200 miles of sidewalks and public plazas.



This year, DPW implemented the first year of the City's Five Year Street and Sidewalk Plan, which prioritized locations for streets and sidewalk reconstruction.

- Reconstructed 8.5 miles of sidewalk and paved 15 miles of roadway.
- Replaced approximately 2,100 linear feet of sewer and storm drain mains and installed or replaced 100 catch basins.
- Televised and cleaned approximately 75,000 linear feet of sewer and storm drain mains through the TV Inspection and Cleaning contract.
- Worked with DEP and EPA to ensure full compliance with the Clean Water Act and State Water Quality Standards. Performed routine water quality sampling at storm drains which discharge to the Charles River and Alewife Brook and conducted further investigations when problems were found.
- Continued to collaborate with the Massachusetts Water Resources Authority in advancing the construction of a new stormwater wetland and associated outfall along the Alewife Brook. This rehabilitated urban wild will improve water quality through a bio-remediation process, and will reduce combined sewer overflows to the Alewife Brook by providing additional capacity during large rainfall events. In addition to its storm-water management benefits, this constructed wetland will contain walking trails and educational features, and will provide an opportunity to replace invasive species with native plants.

DPW OPERATIONS

Street and Sewer Maintenance

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 223 miles of sewer and stormwater lines, more than 6,000 catch basins, and 33 sewer and stormwater pump stations. Streets and sidewalk maintenance crews provide rapid response to sinkholes, inspect and secure sidewalk vertical displacements, complete minor brick and concrete sidewalk repairs, patch potholes and place footings for signs, rubbish/ recycling receptacles and benches. Sewer maintenance crews work to reduce flooding and improve water quality through quality preventive maintenance, and to provide emergency response as needed.

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

- Completed significant street and sidewalk maintenance projects.
- Increased the number of catch basins cleaned annually by 100% since FY07 through effective use of the work order system and GIS.
- Permitted and inspected a record number of activities impacting the public way, including over 800 excavation permits, over 250 sidewalk closing permits, over 500 crane and boom permits, 30 news rack permits and over 100 sidewalk business use permits (for A-frame signs and outdoor dining).

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- Improved contractor performance by conducting mandatory instructional seminars for 86 construction contractors who regularly work in the public way.
- Coordinated the City's program to control mosquito breeding at public-owned catch basins to prevent the development of adult mosquitoes and reduce the risk of West Nile Virus.

Snow Removal

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

- Cleared snow on Cambridge's 125 miles of roadways throughout the winter months.
- Cleared approximately 18 miles of sidewalks, including those abutting schools, public buildings, high volume bus stops, parks and other areas.
- Implemented Snow and Ice Task Force recommendations for improving compliance with City's sidewalks clearance ordinance. Actions included greater publicity about ordinance requirements, revised priority snow enforcement routes, and a new web-based reporting tool.



The Public Works Department is responsible for maintaining safe, unobstructed public ways during the winter months, which includes clearing snow on Cambridge's 125 miles of roadways as well approximately 18 miles of sidewalks, including those abutting schools, public buildings, high volume bus stops, parks and other areas.

Street Cleaning

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

- Cleaned approximately 12,000 miles of streets and collected nearly 5,000 tons of refuse and debris.
- Performed beautification tasks, such as steam-cleaning litter baskets throughout the city, and removing fliers and graffiti on a regular basis.
- Removed 150 significant graffiti incidents through power-washing.



DPW is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, playing fields, squares, plazas, medians and public building grounds.

Rubbish

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

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These programs support the City's rodent control, cleanliness and environmental efforts. The division also supports household hazardous waste collection events three times each year in order to divert toxics from the waste stream.

- Collected and disposed of 20,230 tons of household rubbish.
- Collected 1,100 "white goods" (appliances, such as refrigerators, stoves, washers, dryers, air conditioners, etc. that cannot be taken to landfills) and collected CRTs (TV and Video Monitors) on a daily basis.
- Conducted three household hazardous waste collection days.

Recycling

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

With support from the Recycling Advisory Committee, the division works to implement City policies, improve current programs and expand efforts to meet or exceed goals outlined in the City's Climate Protection Plan and the Massachusetts Solid Waste Master Plan. By reducing natural resource waste and supporting the purchase of products with recycled content, we can improve the health of our environment and economy for generations to come.

- Collected 13,300 tons of recycling, resulting in a 36% recycling rate.



This year, DPW collected over 40,000 pounds of food waste at the Recycling Drop-Off Center and worked with students and staff at the King Open School to launch Food to Flowers, a school-based organics recycling pilot program.



DPW distributed 700 large recycling toters to 6-12 unit multi-family buildings this year as part of continuing efforts to improve recycling rates and reduce waste.

- Distributed 700 large recycling toters to 6-12 unit multi-family buildings. Previously, only 13+ unit buildings were eligible under the Refuse & Litter Ordinance.

Parks and Urban Forestry

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

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

- Made significant landscaping improvements to the following locations: Guffey Park at Bow and Arrow streets, Granite St. at Brookline St., historic Fort Washington Park, and Donahue Square by the Harvard underpass.
- Beautified public areas throughout the city by planting over 10,000 bulbs, over 10,000 annuals and 65 hanging baskets.
- Designed and constructed a regulation size Bocce Court on Cambridge St.
- Demonstrated improved productivity and efficiency in the tree planting program using the work order system and GIS, and implemented a similar system to better manage the tree pruning program.

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Cambridge Cemetery

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

- Planted 30 new trees, pruned 100 trees, created a new perennial island, and installed 30 new signs as part of Cemetery beautification.
- Completed the restoration of 10 additional historic staircases throughout the Cambridge Cemetery using Community Preservation Act funds, and continued to implement the Cambridge Cemetery Master Plan, adding 133 burial spaces.



The Cemetery Division is responsible for grave site preparation, burial services, landscaping, maintenance, and customer service at the Cemetery's 66 acre site on Coolidge Avenue. This includes special preparation such as placement of graveside flags for Memorial Day.

Public Buildings

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



DPW is responsible for implementing a program of arboriculture for approximately 15,000 public trees. Here, Forestry staff demonstrate the use of equipment to some of the over 300 children who attended the annual DPW Vehicle Road Show.

- Enhanced the energy efficiency of public building heating and cooling systems by installing a new boiler plant and Direct Digital Controls (DDC) at the Coffon Building, new energy saving classroom thermostats at the Area IV Day Care, new split AC systems in the Area IV Day Care kitchen and North Cambridge Senior Center, a new AC system at the IT data center in the Lombardi Building, and by replacing 6 existing stand alone AC units with ENERGY STAR® rated units.
- Installed an ENERGY STAR rated, white, reflective roof and high efficiency AC unit on the Frazier Building at 147 Hampshire Street.
- Continued to research, purchase and use environmentally preferred cleaning products, including the HEPA filtered vacuum cleaners used to clean public buildings.

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Vehicle Maintenance

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

- Continued to replace traditional vehicles with more fuel efficient-vehicles, adding two new hybrids and four new bicycles to the DPW fleet.
- Implemented a new fuel management system to provide more accurate fuel usage data to help make more informed vehicle purchasing and operations decisions in the future.
- Invested in improved snow removal equipment, including a new sidewalk plow and a computerized salt-spreader, designed to use the amount of ice-melt most appropriate to given conditions, reducing material costs and environmental impacts while maintaining roadway safety.
- Conducted biannual inspections of 250 taxis.
- Conducted in-house Commercial Driver's License driver training in preparation for truck and road testing.



DPW is responsible for the scheduled maintenance, repair and emergency services for approximately 300 City-owned vehicles and equipment.

Off-Hours

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



One of the DPW public infrastructure projects included improvements to Blanchard Road.



Projects such as recent work on Upland Road include better landscaping and pedestrian improvements.

Purchasing

Cynthia Griffin, Purchasing Agent • City Hall • 617.349.4310

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes, ensuring that all purchases of goods and services are made in accordance with State law and City ordinance and are open, fair, competitive and obtained at the lowest possible cost. Bids are posted on the City's Web site so that vendors can download them and submit a bid for any given commodity or service.

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

Some of the Purchasing Offices other responsibilities include:

- Administering and participating in the Designer Selection Process, an open process through which architects, engineers and designers are ranked and selected based upon their written proposals and interviews.
- Serving as the repository for certified payrolls for construction projects. These are public documents required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees the prevailing wage and that their employees have the required certificate indicating 10 hours of OSHA approved safety training.
- Serving as the repository for the Cambridge Responsible Employer Plan certificates, which apply to building and public works projects over \$100,000. General contractors and subcontractors must submit these certificates on a weekly basis, certifying, among other things, that they pay employees all required wages and participate in apprenticeship programs.
- Ensuring the Living Wage Ordinance is included and adhered to in formal bids and Requests for Proposals for services valued over \$10,000.

Highlights and Accomplishments

- Successfully bid, awarded and executed a contract for the renovations to the Cambridge Rindge and Latin High School project.
- Successfully bid and awarded a new 5 year lease for the Harvard Square Kiosk.
- Successfully bid out the furnishings for the new Main Library, the Robert W. Healy Public Safety Facility and the West Cambridge Youth and Community Center and VFW.
- Continued to improve the Purchasing Website to allow bid documents to be downloaded by vendors resulting in a substantial

savings in the cost of postage and paper. Vendors can access bid results on the web.

- Continued a proactive campaign advocating the purchase of environmentally preferred products and tracking the use of those products.
- Participated in Business Links, an event that connects small local businesses with large businesses, the City and State agencies to learn how to do business with these entities.
- Continued to encourage all departments making purchases under the sound business practice threshold of \$5,000 to do business with local and minority/women owned businesses.
- Strategically expanded the City's role in School Department bids for goods, services and capital projects, in an effort to leverage increased volume for better value.
- Collaborated with other members of the Metropolitan Mayors' Coalition to execute cooperative bids for recycled paper, road salt, fuel, office products, vehicles and bike share program.

General Services/Print Shop

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

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

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

General Services Highlights and Accomplishments

- Replaced the printing presses and upgraded copiers to produce better quality products. In addition, the replacement of the existing print presses allows for the use of more environmentally friendly products.
- Continued to print monthly newsletters for the Council on Aging, Commission for Persons with Disabilities and Center for Families.
- Expanded the printing of business cards and invitations and tickets for City sponsored events. Printed and finished the Library's Summer Reading Program brochure.

Schools

Carolyn L. Turk, Ed.D., Interim Superintendent • 159 Thorndike St., Cambridge • 617.349.6400

Maintaining Quality Instruction in the Face of Economic Uncertainty

Our community prides itself on the value we place on public education. We strive to provide the highest quality educational experience for the children of Cambridge and to ensure that they have everything they need to succeed in the classroom, the art studio, and the ball field. The FY 2010 budget cycle was challenging on many fronts. The FY 2010 proposed budget of \$133,563,879 maintained core commitments, while also positioning the Cambridge Public Schools to manage the still greater budget constraints that we may face over the next several years.

The School Committee set the direction for budgetary planning by providing the following Guiding Principles:

- In working to balance the budget, community input will be solicited in ways that are transparent, inclusive and thoughtful.
- School based leadership will be involved in prioritizing budget decisions.
- The budget will preserve quality teaching and instruction and will maintain the overall educational experience.
- The effectiveness of programs will drive funding decisions.

In developing the FY 2010 Budget, a team of senior administrators met with every principal and department director in order to re-examine our operations and to look for ways to save money. The goal of this process was to:

- Protect the educational integrity of the classroom;
- Make decisions based on educational value to our community;
- Maintain our commitments to high quality instruction, special education initiatives, improving our middle grades program, and building upon the success of our high school.



The Cambridge Public Schools offer families a wide array of before school, in-school and after school programs focused on literacy, math, science, the arts, nutrition and physical fitness. These initiatives are designed to educate the whole child. For more information, visit www.cpsd.us

In addition, in these tough economic times, the School Committee and Cambridge Public Schools sought to avoid laying off staff to balance the budget. This collaborative approach resulted in a proposed budget that ensures that the quality of the CPS experience is preserved for all students.

The focal point of the Cambridge Public Schools is the classroom. The FY 2010 Proposed Budget reflects a continued commitment to the importance of supporting the teachers who provide instruction to our children. As one principal remarked during budget discussions, "anything that enhances teacher quality must be preserved." Each teacher needs to be as qualified, capable and as prepared as possible to meet the challenges they face. Support is provided through professional development and coaching, and through access to up-to-date instructional materials and technology.

The Cambridge Public Schools will continue to improve Literacy, Math, Bilingual and Special Education initiatives while also expanding programs such as Developmental Designs. The implementation of the Developmental Designs Program has met with enthusiasm across our middle schools unlike any other initiative in recent memory. All of our middle schools are involved with this program that is designed to enhance the social interactions between and among middle school students and their teachers in order to strengthen the climate for learning and outcomes for students.

Meanwhile, our high school continues to earn accolades – *The Boston Globe* identified Cambridge Rindge & Latin School as one of the nation's top five feeder schools to Harvard. CRLS is the only school in the group without advanced admissions standards or entrance exam requirements.

At CRLS, concentrated efforts to improve student achievement and close the achievement gap continue with a focus on rigorous teaching and learning, personalization (i.e., knowing all students well) and school climate. Related goals include piloting senior courses in which senior projects will be required to enhance the senior year; intensifying efforts to include SAT content and format within the ELA and Math curriculum; supporting the achievement of special education and bilingual/ELL students; using authentic (real-world application) assessments in all courses; expanding efforts to include students in decision-making through the student government, Students Teaching and Advocating Respect (STARS), and Minority Student Achievement Network (MSAN) courses; and supporting teacher development with a sustained focus on inquiry and making thinking visible in the classroom.

After a decade of decreasing enrollments, the number of students in Cambridge Public Schools began to increase in School Year (SY) 2007/2008 and SY 2008/2009. Projections for SY 2009/2010 and beyond show a continued trend of increasing enrollments. Already this year, CPS has seen an increased participation in the kindergarten lottery. The number of first cycle kindergarten registrations for the 2009/2010 school year increased by 16% over first cycle registrations last year. More proof that our community has renewed faith in the Cambridge Public Schools.

Traffic, Parking & Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

The Traffic, Parking and Transportation Department oversees public parking and traffic operations and actively promotes walking, bicycling and transit. Public parking includes promulgating, signing and enforcing parking regulations; installation and maintenance of parking meters; operation of the City's two parking garages; collection and adjudication of parking tickets; and operation of the resident permit program. Traffic operations include pavement markings, including crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. It also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure.

Highlights and Accomplishments

Resident Permits

- For the first time, Resident Parking Permits were available online for qualified residents. The program has been a great success with 6,422 residents applying and renewing online. The permits were processed and mailed 2 - 3 days from date application was received. Within the first 30 days, 46% of Resident Parking Permit applications were submitted online.
- 125 photos were submitted for the 2009 resident parking permit contest. The winner of the contest was Israel Ferraz, a Cambridge resident with a photo of the City Hall Bell Tower. Many photo submissions were published in the Resident Information Booklet. A complete photo album can be seen on the Traffic Department Website.

Enforcement

- Sidewalk snow/ice ticket enforcement was increased. New priority enforcement routes made enforcement easier for PCOs through use of handheld machines and placing hangtag notices at the properties ticketed. We have seen increased enforcement as a result.
- Identification labels were placed on meters to aid PCOs when writing tickets.

Signals

- South Mass. Ave. between Memorial Dr. & Lafayette Square -** Six traffic signals have new cabinets, controllers, poles, and LED vehicle and countdown pedestrian signals. Signal timing at all locations has been optimized and coordinated along Mass. Ave.
- Galileo Galilei, Binney St., and Fulkerson St. -** This is a new signal installation, adding new vehicle movement out of Kendall Sq. Garage without having to cut through the East Cambridge neighborhood.
- Harvard Square -** Assisted DPW with traffic management in the heart of the square during construction of the new traffic signal equipment and expanded crosswalk.
- Ridge at Sherman -** Replaced pole-mounted control cabinet with a new one mounted on the ground. Optimized signal timing.
- Cambridgepark Dr. -** Split northbound Cambridgepark Place approach from southbound move, thus eliminating a conflict northbound drivers experienced from opposing double left.

Signing/Pavement Markings

- Major street identification project - Completed installing larger and more visible street name signs at all traffic signal

locations, making them easier to see by both pedestrians and drivers. Also, included No Turn On Red signage where needed to improve pedestrian safety.

- Mass. Ave. at Inman St. - Upgraded audible pedestrian signals for use by the visually impaired.
- Binney St. at Sixth St. - Installed new pedestrian warning signal to improve the safety at this mid-block crosswalk.

Special Studies

- Speed study database** - Built a database (600 records) of all speed studies conducted by the Engineering Division. Converted database into a GIS map.
- Bike Crash study** - The Engineering Division obtained every crash report involving a bicycle for the years between 2004 and 2008 from the Police Department. Each report was carefully read and summarized and the results were coded into a GIS map. Almost 400 crashes are in the database. The study will help us identify bicycle safety priorities.
- Pedestrian signal head upgrade** - Replaced nearly 300 incandescent pedestrian signal heads with more visible, lower-maintenance LED units. Many feature the 'countdown' legend.
- Inventoried the number of bicycles parked in Harvard Sq., Central Sq. and Inman Sq. resulting in installation of 14 new bike racks. Re-inventoried Harvard Sq. 12 months later and found a 28% increase in bicycle parking.

Project Review/Development

- Reviewed Traffic Impact Studies for 5 large Development Projects and provided comment letters to the Planning Board, including recommended traffic mitigation. Monitored transportation mitigation required by the Planning Board of large projects.
- Reviewed smaller projects seeking building permit and certificate of occupancy sign-off from the Department. Approved 7 building permits. Worked with the developers and neighbors to make adjustments and improve safety and operation of the sites.
- Worked with CDD to create an official City of Cambridge Bicycle Parking Guide.
- Project Review section was added to the Department's Website providing information for developers and contractors regarding TP&T reviews and requirements.

Parking Garages Multi-Year Maintenance Program

- Phase Two improvements included concrete and waterproofing repairs at the East Cambridge Garage. All of the exposed roof level at the East Cambridge garage has been waterproofed and several other nuisance leaks were repaired.
- Phase Three has been prepared for bidding. Green Street Garage work includes waterproofing of the exposed roof level and replacement of selected joint sealant. Work at the East Cambridge Garage includes replacement of the Second Street stair tower windows.

Vehicles

- A 6.5% decrease in fuel usage is in part due to adding 2 hybrid vehicles to the department fleet.

Veterans' Services

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

The Department of Veterans' Services (DVS) serves as an advocate for Cambridge veterans and their dependents. DVS advises clients as to the availability of benefits, services and provides financial assistance (M.G.L. C. 115) to those veterans/dependents who are in need. In FY09, \$515,200 in cash assistance was disbursed. The cost of this benefit program is reimbursed to the City, by the Commonwealth, at the rate of \$.75 for every dollar expended.

Cambridge veterans and their dependents received approximately \$3.8 million in federal monies for VA pensions, compensations and benefits during fiscal year 2009. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. The department assists pensioners in completing their annual Veterans' Affairs financial eligibility verification forms as well as assisting homeowners in applying for local property tax abatements/exemptions. In addition, the department assists veterans who are totally disabled, parents/spouses of veterans killed-in-action or those who died as a result of a service-connected injury, in applying for a \$2,000 annual annuity, which is provided tax free from the Commonwealth. The department assists veterans who have served since 9/11 in applying for a state cash bonus of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others. Veterans' Services also coordinates public events on Patriots, Veterans' and Memorial days, including the Memorial Day parade and the decoration of Veterans' Graves with American Flags.

Highlights and Accomplishments

- Successfully managed a 21% increase in the number of active clients served since July 2008.
- Continued to enhance the Department's Website, ensuring that quality up-to-date information is available to veterans and their families.
- Continued to air Cable TV informational public announcements that have significantly increased our outreach capabilities. In addition, developed a City brochure regarding Veterans' Benefits and Services.



Charlestown Militia during the Memorial Day Parade.
(Photo by Cynthia Abatt)



Cambridge Fire Department Color Guard during the Veterans' Day ceremony. (Photo by Cynthia Abatt)

- In collaboration with the Cambridge Health Alliance, successfully established a process that identifies veterans who are receiving their services and provides them with an informational brochure regarding veterans' benefits and services.
- Implemented revised changes in policies, procedures and benefit levels, pursuant to 108 CMR (Massachusetts Veterans Benefits Laws and Regulations), effective July 2008.
- Worked closely with the Assessing Department to reach veterans who may be eligible for FY 09 property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11 and other entitlements.
- Co-sponsored with the United States Postal Service an event honoring former Cambridge resident Sgt. Clifton Merriman, a highly decorated African American serviceman from WWI who was the first African American in New England to have a federal building named in his honor.
- In collaboration with City staff, participated in the re-opening of the Cambridge War Memorial Recreation Center. The facility was originally built to honor the Cambridge men and women, who fought for our freedom and gave their lives in service to our country.
- Assisted 16 veterans/dependents in accessing federal VA benefits, exclusive of M.G.L. Ch. 115 clients. To date, 3 cases have been awarded favorably, 11 cases are pending and 2 cases reported unfavorably/withdrawn.

Water

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

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

- Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge City limits to ensure the highest raw water quality;
- Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, Federal and State drinking water standards;
- Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space;
- Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city;
- Providing engineering, design, permitting, construction services and contract administration for water and other City projects;
- Completed the annual testing, retesting and surveying of backflow prevention devices;
- Removing lead water services wherever possible and continuing the purchase of "low lead" water works products for materials in contact with our water;

- Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year;
- Supporting emergency and snow removal needs of the City of Cambridge;
- Assessing the feasibility of, and wherever possible, implementing energy reduction/generation projects throughout the Water Department's equipment and facilities.

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

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

Highlights and Accomplishments

- Produced over 4.9 billion gallons of high quality potable water to serve the City's needs.
- Continued the peak electrical demand management plan to reduce electricity usage charges for the City. This effort has reduced the electrical peak demand charges to the City by 50%.
- Completed the second phase of the energy savings program at the Water Department by upgrading our HVAC energy management control system and replacing lighting.
- Completed the Fresh Pond Reservation Habitat and Drainage Improvement Project and restored the exterior of the Trapelo Road gatehouse.
- Reviewed 6 major redevelopment projects in our watershed totaling over 200 acres and \$1 billion in value.
- Completed the entire required backflow prevention device testing, re-testing and surveying.
- Provided over 90 school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System; and the Walter J. Sullivan Water Purification Facility. As part of the public education process, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Completed the Hydroelectric Feasibility Study utilizing a \$40,000 grant from the Massachusetts Technology Collaborative.
- Continued to implement effective workforce training and hiring to maintain regulatory compliance, instill uniformity of work practices and promote and sustain a diverse workplace.
- Produced and distributed the 2008 Consumer Confidence Report to all Cambridge water users via direct mail and through the department's Website.
- Participated in the 2nd Annual Fresh Pond Day and Cambridge Science Festival, and provided tours and brochures of the projects at Fresh Pond Reservation.
- Maintained a Class 1 Fire Rating for the City of Cambridge in cooperation with the Fire Department.



Friends of Fresh Pond members Elizabeth Wylde, Rebecca Ramsay and Margaret Cain remove Garlic Mustard at Fresh Pond Reservation.

- Added a third partial zero emissions vehicle (PZEV) to our fleet bringing the total number of "Green" vehicles in the Water Department fleet to three.
- Maintained a 99.9 percent in-service rating for fire hydrants.
- Completed implementation of new US EPA drinking water regulations.
- Maintained and expanded the Department's Website.

DIVISION OVERVIEWS AND HIGHLIGHTS

Administration/Business/Information Technology

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

- Managed the \$18.5 million budget from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal and information technology services that include: upgrading revenue system, processing of quarterly water and sewer bills; paying hundreds of vendors and contractors; and maintaining numerous PC's, printers, copiers and plotter.
- Installed 850 new meters and maintained the Automatic Meter Read Program.

Engineering and Program Development

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

- Provided design and/or construction monitoring services for new water mains within Whittemore Avenue, Brookline Street, Ellery Street and Concord Avenue.
- Continued updates to GIS Mapping.
- Performed 7,241 backflow device inspections and surveyed 104 establishments for potential cross connections to the public water supply.
- Continued coordination with MIT, Harvard and the Mirant power plant on the removal of potential drinking water cross connections in their facilities.
- Updated the long range capital improvement plan (5, 10 and 20-year) for the entire water system in coordination with DPW's 5 year capital improvement plan.
- Issued 593 permits, 173 backflow device installations, 253 fire pumps and 30 hydrant use, and 137 construction.
- Completed the biannual leak detection of the 180 miles of underground pipes within the City of Cambridge.



Drinking Water Operator, Gary Silva steam cleans the Dissolved Air Filtration tanks, as part of the preventative maintenance program in place at the Walter J. Sullivan Water Purification Facility.

Water Quality and Treatment Operations

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

- Continued optimization of the Water Treatment Plant processes and plant maintenance to further enhance water quality and manage operational costs.
- Continued laboratory performance evaluation activities to maintain and expand DEP analytical certifications.
- Performed over 60,000 water quality tests in the watershed, treatment facility and distribution system to ensure that the highest possible water quality is delivered to the city.
- Completed installation of the second of three "second generation" air compressors for the dissolved air floatation pretreatment system to ensure continued efficient plant operations. This unit is expected to provide a significantly improved service life, reduced maintenance and power consumption.



Volunteers of the CWD Pond Partners program spend a day rebuilding and restoring the switchback pathways on Glacken Slope at Fresh Pond Reservation.

Transmission and Distribution

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

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

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

- Replaced 46 fire hydrants, repaired 75 leaks, installed or repaired 26 valves and performed 2,642 utility mark-outs.
- Replaced and rehabilitated approximately 1,906 linear feet of water mains on Whittemore, Walnut and Henry Streets; eliminated 4,150 linear feet of old 6" parallel water mains and eliminated 120 of the 2,092 lead services targeted for replacement.
- Issued/approved 4 demolition permits.

Watershed

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

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

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

- Continued development of the Fresh Pond Reservation volunteer monitoring and maintenance program.
- Continued to perform an extensive public outreach program for the implementation of the projects at Fresh Pond Reservation. This effort included the maintenance of five project Web pages, the creation of five informational brochures, E-mailing biweekly project updates, holding over 20 project site tours and maintenance of three project information bulletin boards.
- Maintained the watershed (up-country) hazardous material response program. This effort included the materials response equipment facilities network, as well as, updating of the hazardous materials operating procedures and highway atlas.
- Continued the implementation of forest and landscape management/maintenance plans and contract for Fresh Pond Reservation and the "up-country" watershed lands.
- Completed an existing conditions study and renovation plan for the Winter Street and Trapelo Road gatehouses.
- Completed the Fresh Pond Drainage and Habitat Improvement Project.
- Implemented the Source Water Quality Program and maintained the gauging stations "real time" network in partnership with the U.S. Geological Survey.
- Restored the exterior of the Trapelo Road Gatehouse.
- Installed 2 new steam gage monitoring systems in the up-country watershed.

Weights & Measures

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

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

Highlights and Accomplishments

- Provided a Consumer Impact Statement to Division of Standards of Commonwealth of Massachusetts that details the savings passed on to consumers by conducting inspections in Cambridge.
- Continued outreach to business owners on local and state regulations and compliance.
- Produced in collaboration with City TV-8 two Public Service Announcements about the work of the department. The two PSAs, *Buying the Octane not the Brand* and *Know the Weight of that Salad*, advise about Gas and Net Weight issues in the marketplace.

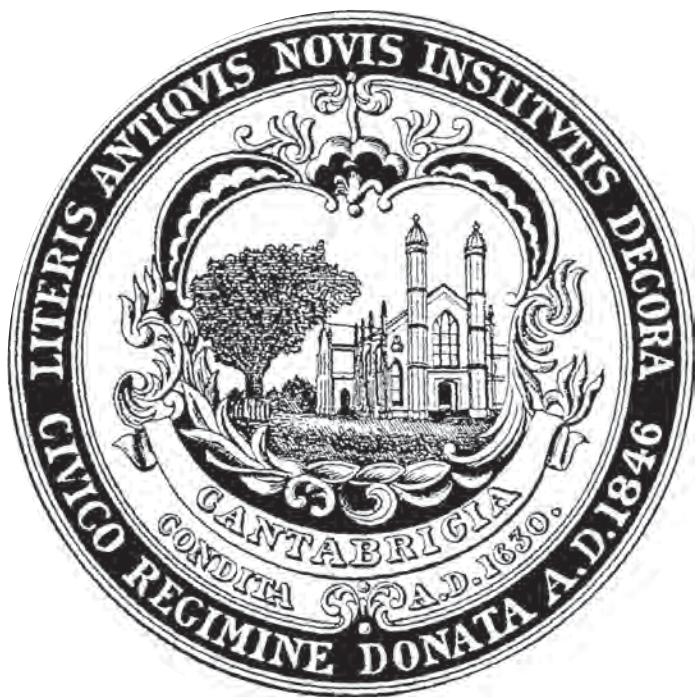
Women's Commission

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

In 1977, the Cambridge Commission on the Status of Women was established as a City department to advance the equal status of women and girls by promoting their rights and opportunities through program implementation, project development and policy initiatives. The commission provides advocacy, consultation and recommendations to City departments, organizations, state government and individuals.

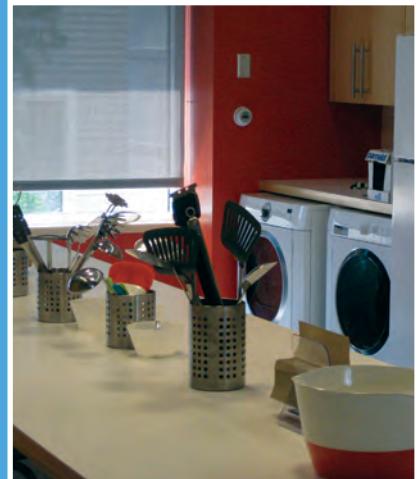
Highlights and Accomplishments

- **Domestic Violence:** Promoted a community-wide awareness of domestic violence throughout the month of October. Created the "Silence Hurts" poster campaign, featuring local, well-recognized men from diverse backgrounds and various neighborhoods, aimed at including men in the discussion on domestic violence prevention. Coordinated and chaired the Domestic Violence Task Force monthly meetings. Served on the newly formed High Risk Assessment Team for Cambridge to proactively address high risk cases. Completed pilot program of *Cut it Out-Cambridge* designed for salon professionals to raise their awareness of domestic violence and address the issue from a community solutions perspective.
- **Economic:** Served on the Massachusetts Coalition for Women's Wage Equality, a strategic statewide effort to end wage discrimination. Served as a member of the statewide Paid Sick Leave Coalition which pushes for legislation requiring employers to provide paid sick leave for workers – many of whom are low-income women.
- **Young Women:** Hosted the 12th Annual 5th Grade Girls' Sports Day at Danehy Park, providing girls with a day of physical fitness activities designed to improve their participation in organized sports. Created and co-chaired a "Girls Consortium" providing leaders in girls programming with connections, technical assistance and collaborations that will strengthen their individual programs as well as enhance the overall caliber of programming offered to girls in the city. Served as an advisor to Mayor Simmons' Girls Leadership Group, a mentoring program designed to nurture and support the leadership and advocacy skills of young women.
- **Research:** Designed and hosted a Women's Data Workshop for key community leaders to review the data in our *Report on the Status of Women and Girls in Cambridge* and direct policy and programming suggestions for City departments, local organizations and agencies. Created and disseminated *A Look at Women in Cambridge Now*, findings and recommendations from the Women's Data Workshop, to City Councillors, department heads and community leaders. Began first phase to develop gender healthy curriculum components for 14 to 18 year olds.
- **The Arts:** Working with the Arts Council, entered the completion phase of *Filament/Firmament*, a major public art installation set for the new public library that will serve as a permanent tribute to the contributions that women have made to the City.
- **Women's Health:** Sponsored numerous events commemorating International Women's Day including the 1971 takeover of 888 Memorial Drive by women who later went on to found the Cambridge Women's Center. Participated in the planning of the annual celebration breakfast held at Simmons College. Continued adding to the Cambridge Women's Heritage database.
- **Immigrant Women:** Initiated and chaired the Immigrant Women's Roundtable, a group of women leaders working with immigrant women and families, to promote better connections between immigrants and services and to help gather empirical data on immigrant women in Cambridge. Participated in Cambridge's Community Engagement Team (CET) Initiative which promotes health and literacy outreach for immigrant families in Cambridge.
- **Online Presence:** Built an online tool for local leaders to share best practices from the community; address programming needs of Cambridge women and girls.



About the City's Seal

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



City Manager Robert W. Healy

Deputy City Manager Richard C. Rossi

City Council:

Mayor E. Denise Simmons

Vice Mayor Sam Seidel

Councillor Henrietta Davis

Councillor Marjorie C. Decker

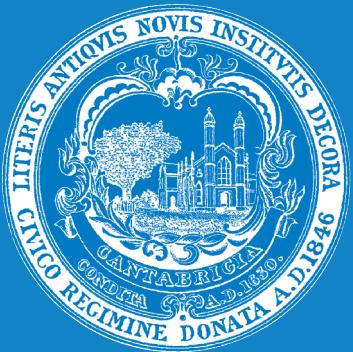
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Councillor David P. Maher

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Councillor Timothy J. Toomey, Jr.

Councillor Larry Ward



City of Cambridge
795 Massachusetts Avenue
Cambridge, MA 02139
www.cambridgema.gov
ph: 617.349.4000
tty: 617.349.4242



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