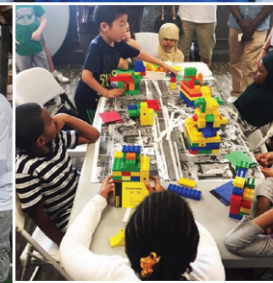




City of Cambridge FY18 Annual Report





City of Cambridge FY18 Annual Report

With over 113,000 people located within a 6.4 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality, and technological innovation. Located across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community, with 27% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.



Message from the City Manager.....	2
About the City Council.....	4
Affordable Housing for All Income Groups.....	5
Investing in Our Community	8
Fostering Community & Neighborhood Vitality	10
Expanding Community Engagement.....	12
Supporting Children, Youth, Families, Seniors.....	14
Public Education & Out of School Learning	16
Commitment to Public Safety	18
Community Health	20
Maintaining Environmental Sustainability	22
Encouraging Arts & Economic Vitality	24
Promoting Transportation & Mobility	26
Embracing Innovation & Technology	28
Appendix 1: Overview of City Departments.....	29
Appendix 2: Political Structure of Cambridge	38
Appendix 3: Cambridge at a Glance	39
Cambridge Numbers at a Glance	Inside Back Cover

MESSAGE FROM THE CITY MANAGER

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

As City Manager, I will always look for ways to improve our operations, efficiency, customer service, and outreach, and seek to build upon the many initiatives underway in the City. In our FY18 Annual Report, you will learn about the many accomplishments achieved this year. From Vision Zero efforts to our regional collaboration on transportation initiatives; from construction of a new family shelter to our opening of a



Winter Warming Center for persons experiencing homelessness; from climate resiliency planning to our curbside composting program; our City programs are focusing on supporting and improving the quality of life of our residents and the economic vitality of the city.

Last July, I was proud to appoint Branville G. Bard, Jr. as our Police Commissioner. During his first year in Cambridge, Commissioner Bard has created a new Family and Social Justice Unit, and a new Office of Procedural Justice. Believed to be the first of its kind in the nation, the Office of Procedural Justice will focus on proactively monitoring data related to police-citizen interactions for indications of possible racial profiling, racially-biased policing, or use of force incidents.

No City in the Commonwealth is as committed to affordable housing as Cambridge is, and in November, the City of Cambridge was proud to celebrate the approval of our 1000th inclusionary housing unit. This marked a significant milestone in the City's efforts to create new affordable housing. Inclusionary housing, which requires developers to incorporate affordable units into new residential buildings, has been

the most significant generator of affordable housing in Cambridge in recent years.

As someone who spent the last 36 years working on maintaining the City's financial stability, I am proud that for the past 18 years, we have been awarded a AAA bond rating from the three major rating agencies. This achievement – which is a team effort between the City Council and the administration – allows the City to invest more money in capital projects, like new schools and improvements to our streets and neighborhoods, because of our access to low-interest rates.

Once again, we provided two exceptional opportunities for our residents to directly decide and invest in projects to improve Cambridge. Through our Participatory Budgeting process, residents ages 12 and up had a say in how the City will spend \$867,000 of our Capital Budget, and through our Minibond program, residents invested over \$1.8 million in our infrastructure improvements by purchasing minibonds. These programs have allowed the City to directly engage residents in its financial process.

I have lived and worked in Cambridge all of my life, and I know first-hand that we all benefit from ensuring diversity is a common goal. I want to make sure that our neighborhoods, schools, and City workforce are diverse. Cambridge is a welcoming City for all, and anyone who has heard me speak this past year knows that I consistently emphasize that Cambridge supports and promotes the safety, health, and well-being of all our residents, regardless of immigration status.



Photo: King Open and Cambridge Street Upper Schools and Community Complex topping off ceremony.

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

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

Louis DePasquale



ABOUT THE CITY COUNCIL

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



2018-19 Cambridge City Council

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

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

City Council Goals:

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

Learn more at CambridgeMA.Gov/CityCouncil.

AFFORDABLE HOUSING FOR ALL INCOME GROUPS

One of the highest priorities for the City is creating and preserving affordable housing for low, moderate, and middle-income individuals and families. Cambridge is a leader among municipalities in its investment in affordable housing. Through FY18, the City has appropriated more than \$147 million to the Affordable Housing Trust in City funding since 2001. The Community Development Department manages the majority of City funds for affordable housing, oversees the City's Inclusionary Housing provisions, provides homeownership education and counseling, offers low cost financing to homeowners, and offers direct financial assistance to moderate- and middle-income homebuyers. **Housing Choice Community.** In May 2018, the Commonwealth recognized Cambridge as a Housing Choice Community, based on recent new housing production, which qualifies Cambridge to apply for Housing Choice Grant Program funding and have preference for other grant programs managed at state-level. The City is part



of the Metro Mayors Housing Task Force and is working with leaders from 14 surrounding municipalities to develop a regional housing production goal and share best practices and policies to address housing issues on a regional level.

Affordable Housing Development and Preservation.

The City works closely with affordable housing providers and the Cambridge Housing Authority to create and preserve affordable housing. During FY18, work on more than 350 affordable units in several housing developments and preservation efforts took major steps forward:

- **Auburn Court (Cambridgeport):** Construction was completed on 9 affordable rental units as part of a larger renovation effort.
- **Close Building Apartments (The Port):** Preservation plans were completed on this 61-unit building; renovations will be underway in FY19.
- **Concord Highlands (Cambridge Highlands):** Construction began on the 98 units of affordable mixed-income rental housing for low-, moderate-, and middle-income households. The affordable development, the largest undertaken in several decades, received significant funding from the Affordable Housing Trust which was used to leverage commitments from other public and private funders.
- **Frost Terrace (Porter Square):** Plans were approved to create 40 affordable rental units on a property purchased with funding from the Affordable Housing Trust. Other funding commitments will be sought in FY19.
- **Squirrelwood (The Port):** Plans to create 23 new affordable rental units as part of an effort to preserve 65 affordable

units between Linwood Court and Squirrel Brand Apartments were approved. The Affordable Housing Trust committed funds and other funding commitments will be sought in FY19.

- **Jefferson Park (North Cambridge):** Construction was completed on CHA’s effort to reconstruct 104 affordable rental units to replace obsolete state-funded public housing.



- **St. Patrick’s Place (Wellington-Harrington):** Construction began on rebuilding 16 affordable rental units less than a year after the building was destroyed in the devastating December 2016 fire.



Inclusionary Housing. During FY18, the City saw the full implementation of the April 2017 amendment to the Inclusionary Housing provisions, requiring that market-rate developments reserve 20% of residential building floor area for affordable units in developments of 30,000 square feet or larger. It also includes provisions that encourage larger units to be created within the dedicated floor area to increase housing options for families. In the past year, 127 inclusionary housing units were approved, increasing the total number of inclusionary rental and homeownership units citywide to more than 1,100. The City’s robust inclusionary housing pipeline will continue to grow in the coming year, with 250 new inclusionary units now under construction.

Access to Affordable Housing. The Community Development Department offers access to affordable rental housing and homeownership opportunities, and provides information, education, and referrals for housing services, including mediation, and works closely with the City's Multi-Service Center to keep residents in their homes. Key accomplishments of the past year include:

- Housed 91 low- and moderate-income households in inclusionary rental housing; managed access to more than 650 completed inclusionary rental and units in more than 35 properties, while receiving more than 700 new applications from residents.
- 18 Households purchased affordable homes through CDD programs, including 4 homes purchased through Homebridge, a homebuyer program that targets moderate and middle-income households. More than 140 new applications from residents interested in purchasing affordable housing were received.
- Through the Multiservice Center, supported 190 households at risk of losing their housing to retain their existing rental units or move to new rental units.
- Supported residents' access to housing services and/or housing mediation by responding to more than 167 requests made by renters in need of assistance with matters such as evictions, non-payment of rent, nuisance complaints, repair needs, or other lease issues.



- The observance of the Affordable Housing Week of Action, which offered a week of housing-related events sponsored by several City departments – including a book discussion, poster exhibit, and community celebration – that raised awareness about affordable housing issues, resources, and initiatives in the Cambridge community.
- Partnered with the Human Rights Commission to organize and sponsor the second annual Fair and Affordable Housing Open House, featuring presentations and panel discussions on topics including fair housing laws, tenant and landlord rights, eviction and foreclosure prevention services, and rental and homebuying resources.

INVESTING IN OUR COMMUNITY

Cambridge strives to be a community that is livable, resilient, and sustainable. Our commitment to investing in infrastructure continues; advancements were made on several major construction projects.

Green Line Extension Breaks Ground. In June 2018, City officials joined leaders from other communities and state and federal government to break ground for the Green Line Extension project, which is extending the MBTA's Green Line transit service to the north/west, from a relocated Lechmere Station in Cambridge, to a spur ending in Union Square in Somerville, with the main line going to College Avenue in Medford.

Volpe Site Redevelopment. In FY18, the City Council adopted new Planned Unit Development (PUD) zoning



for the 14-acre site of the U.S. Department of Transportation's Volpe Transportation Systems Research Center in Kendall Square, the culmination of intensive collaborative work involving the City Council, Planning Board, a Volpe Working Group process led by the Community Development Department, and a vigorous MIT-led community engagement process. The zoning will enable the reconstruction of the Volpe Center facility along with up to 1.7 million square feet of new commercial development; 1,400 housing units (including approximately 280 inclusionary and 20 middle-income units), retail, and other active uses at the ground floors; about 2.5 acres of open space; and a community space. As the future developer of the site, MIT has agreed to provide approximately \$200 million in public benefits.

YWCA Cambridge Family Shelter. In June 2018, City officials celebrated the opening of the new YWCA Shelter at 859 Mass. Ave. The 3 story, 10 unit family shelter, is owned by the City of Cambridge and managed by the YWCA Cambridge. The design by HMFH Architects focused on sustainability and energy efficiency while preserving the integrity of a 19th Century Home.

King Open and Cambridge Street Upper Schools & Community Complex was designed to provide the services of a large-scale civic building while fitting into its residential Wellington-Harrington neighborhood. The building located at 850 Cambridge St. is surrounded by parks. A central green spine visually connects the Cambridge Street Plaza to Donnelly Field while defining the building into two wings – Academic and Community.



The 273,000 sf complex will house both schools, the Valente Branch Library, preschool, community, and after school programs, and two community pools.

Municipal Facilities Improvement Project. The City initiated a Municipal Facilities Improvement Plan (MFIP), which evaluated and prioritized over 42 buildings for capital improvements in areas such as accessibility, climate resilience, energy conservation, fire and life safety, historic preservation, heating, ventilation, air conditioning, lighting, and occupant comfort. The MFIP establishes strategies to improve, maintain, and protect the City's capital investment in its building portfolio. Through this program, Public Works managed HVAC controls upgrades at Central Square Library and Alice K. Wolf Center, rooftop solar projects at Kennedy Longfellow School and Main Library, and cooling tower replacements at Robert W. Healy Public Safety Facility and Main Library. Other energy efficiency programs enabled the City to install LED lighting at six

municipal garages, two school gyms, and a youth center. The City also appropriated \$2 million in free cash to fund repairs at multiple fire stations as an initial step for improving working and living conditions.

Drainage and Community Garden Project. Cambridge Water Department completed this project which improved drainage in Fresh Pond Reservation, increased accessibility to community gardens, and created a more peaceful, naturalistic user experience.

Winter Warming Center. The Cambridge Warming Center welcomed over 475 individuals ages 18-78 during its first year of operation at the lower level of the Citywide Senior Center. The center, a collaboration between Human Services, the Police Department, and BayCove Human Services as the operator, provides homeless individuals who are not accessing the shelter system the opportunity to stay safe and warm overnight during the winter and enjoy a hot meal and shower.

Investing in Our Workforce. The City's strives to have an exceptional and diverse workforce, and a culture where all employees feel welcomed, included, and valued. In FY18, City and School officials collaborated with the City Council and School Committee on equity and inclusion, identifying City leaders as catalysts for this, and issued a Request for Proposal to conduct a review of recruitment, hiring, and promotion practices and develop a plan for future efforts. The City partnered with The Fenway Institute to provide a cultural competency training on Sexual Orientation and Gender Identity to 1,000 employees.

FOSTERING COMMUNITY & NEIGHBORHOOD VITALITY

The City of Cambridge is committed to being a welcoming and inclusive community, connecting individuals and families to the resources and services they need, and helping maintain a high-quality of life for our residents.

Department of Human Service Programs. Over 190 Arts in the Park activities were offered in neighborhood parks this past summer and Screen on the Green movie nights were offered in 6 neighborhood parks across the City. The Community Schools served over 1,200 Cambridge children in recreation, enrichment, arts, and STEAM programs through 12 Community School Programs.

Special Needs Programming.

The City’s Recreation Department operates a Saturday and evening program for individuals with special needs. Participants compete at state and sometimes national levels through Special Olympics in swimming, weight lifting, basketball, tennis, volleyball, and basketball. This year, the Cambridge Warriors Basketball Team won the Massachusetts State Championship. The program also provides a platform to develop life skills and even touts a job readiness program which prepared 30



participants for the workforce and supported several in jobs they secured while enrolled in the program. As part of its focus on the arts and mission of “Turning Disabilities into Capabilities,” program participants designed sets, sewed costumes, memorized lines, and produced Disney’s Beauty and the Beast.

Literacy. To support parents in talking and reading with young children, the Agenda for Children Literacy Initiative’s Let’s Talk program distributed 8,500 children’s books to families and childcare providers; made maternity ward and home visits to over 600 families; held 55 workshops for parents and childcare providers; organized

StoryWalks and multi-session play groups for children; and co-organized Family Literacy Fun Day and the fourth season of Cambridge Book Bike. Cambridge Public Library worked with Cambridge Public Schools and the Mayor’s Office on a national library card initiative to increase library card signups from 40% of kindergarteners to close to

100%. A partnership between Cambridge Housing Authority (CHA), the Department of Human Service Programs, and the Public Health Department provided library outreach and services to school children living in CHA properties and affordable housing.

Meet Your Neighbor Day. In September, Cambridge Peace Commission launched the first annual Meet Your Neighbor Day, an innovative approach to fostering community and neighborhood vitality. The event encouraged community members and groups to come together through events such as neighborhood parties



and park cleanup efforts, and partnerships with local businesses and agencies.

Welcoming Community. The Commission on Immigrant Rights & Citizenship (CIRC) hired an Immigrant Services Liaison in September 2017 who has been reaching out to immigrants in Cambridge, in places where they

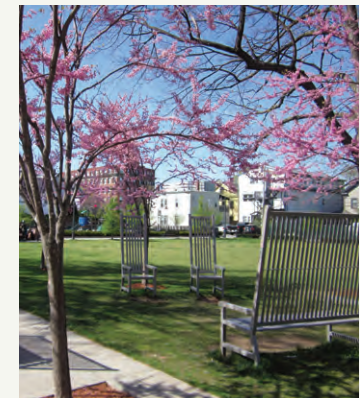
gather, to inform them about City services including school, pre-school, and after school programs; citizenship classes; activities for children; social services; housing programs; and local legal aid services. CIRC held its first Welcoming Cambridge event in June at Cambridge Public Library with dance performances reflecting Latin American cultural traditions, ethnic foods, and outreach tabling by City agencies and local non-profits serving immigrants. In collaboration with the Community Legal Services and Counseling Center, CIRC began providing free, monthly Immigrant Legal Screening Clinics.

Youth Panel on Gun Violence.

In partnership with the Mayor’s Office, the Main Library hosted a Youth Panel on Gun Violence in May. The engaging conversation brought the community together to discuss topical issues and hear from local youth.

Alewife Sewer Separation. The Alewife Sewer Separation Project which was part of the Boston Harbor Cleanup with a focus on improving the water quality of the Alewife Brook, Mystic River, and Boston Harbor was completed in September 2017. The project eliminated all sewer overflows from the neighborhood to the Alewife Brook.

New Parks and Open Space. Integrating the recommendations of the Eastern Cambridge/Kendall Square Open Space Study (ECKOS) and Design Competition with the work of the Healthy Parks and Playgrounds Task Force that focused on the broad community of park users, the City completed design work for three new, public open spaces in eastern Cambridge (Binney Street, Rogers Street, and Triangle Parks). Plans include a diverse range of play opportunities that are stimulating and socially engaging for children and adults of all ages, abilities, and interests. Nine open space projects are in design or construction phases. Renovations to Sacramento Field were completed in FY18.



EXPANDING COMMUNITY ENGAGEMENT

The Family Policy Council hosted three Family Engagement Pipeline Gatherings this year for over 130 providers who work with families to share best practices and problem solve together to help ensure the families they serve are taken care of and connected. The Community Engagement Team outreach workers also met with families to encourage them to engage in early literacy and school-based activities, and City programs such as Envision Cambridge, Vision Zero, and Arts in the Park.

Participatory Budgeting. Over 6,778 Cambridge residents age 12 and older voted to decide how to spend \$800,000 on capital projects to improve the community – a 43% increase from last year. The City invested an additional \$67,000 to allow another project to be funded. The winning projects included:

- 100 Trees for a Cleaner, Greener Cambridge;
- Critical Resource Kits for the Homeless;
- Flashing Crosswalks for Safer Streets;
- Drinking Water Across More Parks;
- New Musical Instruments for CRLS;
- Jade Chain: Living Moss Walls to Combat Pollution;
- Upgrade the Gately Youth Center.

Minibond Issuance. In February 2018, the City held its second minibond sale to encourage residents to directly invest in Cambridge infrastructure, selling \$1.85 million in minibonds that will support various capital projects. Visit minibonds.cambridgema.gov.

Harvard Square Kiosk and Plaza. The Community Development Department furthered the planning process to develop a vision for the future programming, use, and operation of the Harvard Square Kiosk and Plaza. Community members submitted drawings, designs, and written descriptions to share their vision for the public space and also weighed in on the Working Group’s preliminary recommendations for the kiosk and plaza, which will be finalized in early FY19.



Coffee with New Police Commissioner. Upon his arrival in August 2017, Police Commissioner Branville G. Bard, Jr. committed to meeting with and getting to know the Cambridge community. Bard and the Cambridge Police leadership team engaged with residents through various initiatives, including Coffee with the Commissioner and collaborative projects such as door-to-door outreach to public housing facilities.

Engaging Youth. Nearly 1,000 students participated in Bicycle Education Workshops. Over 75 students participated in the 2018 Glocal Challenge, co-sponsored by the City, EF Education First, and Cambridge Rindge and Latin School, to propose projects that would improve transportation in Cambridge by 2020. Eight teams received seed money to begin implementing their projects. City departments and local organizations



participated in the first-ever Science in the City at City Hall to interactively teach youth about the science behind how Cambridge works.

Engaging with Seniors. The Cambridge Council on Aging hosted a special forum on the social impacts of opioids and elder abuse in June as part of a month-long awareness campaign and also distributed educational materials to 1,300 people. The Cambridge Senior Center continued to provide various health, fitness, and wellness programs, including healthy cooking classes, to senior participants.

Engaging with Veterans. In November, the Veterans' Services Department held its first Servicemembers and Veterans Appreciation Week. This past year, the Veterans Life Recreation Center has enabled Cambridge veterans to socialize in a safe and trauma-informed environment and participate in workshops to support, connect, and heal. The Cambridge Women Veterans Organization also hosted various events and workshops that provided an empowering forum for female Cambridge veterans to

meet and get support. A new substance recovery group for veterans began offering weekly meetings.

Engaging with Women. The Cambridge Women's Commission hosted several community discussions that focused on addressing some of the most pressing areas impacted by the current social and political climate.

Envision Cambridge, the City's comprehensive planning process, completed its second phase in FY18. The Envision Cambridge Working Groups proposed draft goals related to Housing, Mobility, Economy, Climate & Environment, Urban Form, and Community Wellbeing. As part of community outreach to collect feedback on the draft goals, over 2,000 opinions were shared through a new digital engagement tool, which helped City planners set priorities that will inform future policies and programs. Planning for the Alewife district continued as a component of the Envision Cambridge process to address future development, climate change preparedness, and mobility specific to the Alewife area.

Community Process with Engineering Projects. Every street reconstruction project includes a community process to explain the City's approach to street design, provide opportunities for resident feedback, and set expectations for construction timeline and conditions. In the case of Inman Square, where a major redesign is necessary, the community process has been lengthy and four community meetings have taken place to get as much feedback as possible on design proposals and ensure the redesign best meets the needs of all users.

SUPPORTING INDIVIDUALS, YOUTH & FAMILIES

Collaboration among City departments and agencies ensures the effective delivery of the array of human service programs that touch every sector of our community. With support from the Agenda for Children Out of School Time Initiative, City and community programs are engaging in new ways with families, building dialogue and relationships to ensure that programs and families are aligned in meeting the needs of children and youth.

Birth to Third Grade Partnership. Sustained by Cambridge Public Schools and the Department of Human Services Programs, the Birth to 3rd Grade Partnership is the central hub of information and quality improvement initiatives for Cambridge's early childhood community. A new Scholarship Program for low-income families enabled 23 children to participate in high quality, community pre-school programs that enhanced their readiness for kindergarten. Additionally, the City provided professional development workshops to over 85 early childhood educators to support their learning and that of the children they serve, and also funded mental health consultation and support for City and community preschools to ensure that programs were able to support all children in welcoming and enriched environments.

High Quality Preschools. 7 City Preschool classrooms were among a small number of pre-schools statewide to be awarded the Commonwealth's highest quality rating by the Department of Early Education and Care.



Baby U. The City celebrated the 10th graduating class of Baby U, a citywide intensive parenting support program that provides ongoing workshops, playgroups, and home visits, with an all-time high of 15 fathers graduating this year, up from 1 in the first graduation.

Afterschool. 6 City afterschool classrooms completed a "space audit" to ensure that classrooms were welcoming to all identities.

Youth Programs. Over 700 hours of fitness activities were offered to teens at Cambridge Youth Centers. Cambridge Youth Programs' youth and teens spent 1,200 minutes of Silent Sustained reading in summer 2017 as part of the DEAR (Drop Everything And Read) initiative.

Inclusion Initiative. This past year, the City provided programming during the summer and school year for over 300 children with special needs in inclusive



environments through the Department of Human Service Programs' after school and summer camps which served over 1,800 children.

Mayor's Summer Youth Employment Program (MSYEP). Last summer, 975 teens participating in the Mayor's Summer Youth Employment Program received work experience, job readiness workshops, and career awareness activities.

Cambridge Youth Fire Academy. Through MSYEP, 20 young women and men learned about firefighting and emergency medical skills, with classroom and hands-on training during this intense, six-week program.

Cambridge Employment Program. In the past 12 months, the Cambridge Employment Program served 182 people through its job search assistance program and drop-in sessions at the Cambridge Public Library. Cambridge job-seekers were placed in 105 jobs.

College Success Initiative. Over 180 first generation college-going students were provided with on-site coaching at U Mass Boston and Bunker Hill Community College to help them navigate academic and personal issues that may hinder their ability to remain in school.

Bridge to College Program. The nine-month program helps adults pursue a college degree through a partnership between the Community Learning Center and Bunker Hill Community College. Students of the Bridge program can take free English and math courses and earn three college credits. This year, the Bridge program graduated 15 students, who plan to continue their college education in September. In addition, 8 outstanding students were awarded \$1,000 scholarships.



Creative Aging. The Cambridge Public Library partnered with the nonprofit, Lifetime Arts, to offer the Creative Aging Program – a series of intensive 8-week courses for older adults, centering on the arts. Taught by certified artists and instructors, the new program offers adults age 55+ opportunities to learn new skills.

Lynda.com Online Learning Resource. Cambridge Public Library began offering access to the online learning resource Lynda.com. With over 5,700 comprehensive online courses and videos covering software, technology, business, and creative skills, Lynda.com is a great resource to connect residents with the tools to learn new skills to flourish in today's creative and knowledge economy.

PUBLIC EDUCATION AND OUT-OF-SCHOOL LEARNING

In 2017-18, Cambridge Public Schools (CPS) completed the first year of a 3-Year District Plan which provides focus and underscores the inter-relationship of five key objectives: Equity & Access, Engaging Learning, Whole Child, Partnerships, and Improvement. Below are CPS highlights for the past school year.

Increasing Faculty Diversity. CPS has one of the most diverse teaching faculties in Massachusetts (second only to Boston), yet our school system continues to strive to provide an educational environment where every student sees their culture reflected, recognized, and valued. As part of our district plan's prioritization of equity as a strategy for excellence, CPS implemented the Dynamic Diversity Program, which aims to increase the percentage of Educators of Color to 30% by 2020.

Elevating Cultural Proficiency. CPS also invested heavily in new cultural proficiency initiatives including training 35 Teacher-Leaders for Equity, tasked with developing school-based equity plans with every CPS School Principal. Principals and District Leaders received leadership for equity training.

Innovation through Design Thinking. Over the past year, the Cambridge Educators Design Lab has grown from an exciting idea into an influential model for educational innovation within CPS and beyond.

The Design Lab is not a place – it is a method for prototyping to address challenges identified by teachers, students, and community members. This past spring, the Design Lab was selected for the Boston Foundation's prestigious "Boston EdTalks."

Families as Partners. An important new family engagement initiative was launched this past year: Mind Matters. Developed at Harvard University and offered in Cambridge Public Schools, Mind Matters teaches families about child development and the learning process while offering practical and enjoyable activities that families can use to build skills that will contribute to student learning.

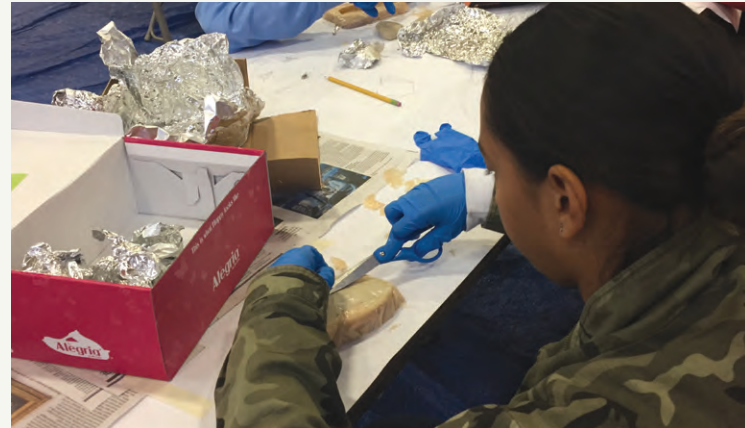


Structural Equity. Cambridge Rindge & Latin School (CRLS) piloted an innovative approach to educational equity through the “Leveling Up” program, which supported all 9th Graders to participate in Honors English Language Arts through differentiated instruction and targeted academic supports.

Technology Access. CPS Successfully piloted distribution of Chromebooks (laptops) to every incoming high school freshman through a program called CRLS Connects. The initiative sought to provide equitable access to learning technology for all students. The project was a huge success, and next year CRLS will provide Chromebooks to all of our 1,900+ high school students.

Continuous Improvement. CPS launched a new Data Dashboard to illustrate key indicators of District Plan progress, and provide transparency to our continuous improvement efforts. The dashboard brings equity issues to the surface by providing a visual display of outcome measures, broken down by demographic group. One new indicator is a new annual survey process, which will collect feedback from families, students, and CPS faculty.

STEAM Initiative. The City’s Science, Technology, Engineering, Art and Design, and Math (STEAM) Initiative continued to advance its efforts to build a system that fosters equity and access so all students can participate in quality STEAM learning experiences. The City Manager’s Steam Advisory Committee, which includes leaders from the schools, City, business community, universities, and community agencies, has met several times to provide



support and direction to the City’s growing STEAM Initiative. A STEAM Internship working group kicked off in partnership with the Office of Workforce Development to focus on creating a system that would give ALL students equitable access to STEAM internship opportunities and other types of real world learning experiences. This past year, over 650 adults and children participated in hands-on STEAM community neighborhood events. A \$10 million grant program launched by the Biogen Foundation for area providers of out-of-school-time programming seeks to increase equity and access to quality STEAM education and internships that carry student learning beyond the school day and into the community.

3-D Modeling STEAM Program. Public Libraries across the nation are also undergoing transformations to help residents learn new skills to flourish in the creative and knowledge economy. Cambridge Public Library is assessing its readiness to support STEAM learning and patron technology offerings and piloted a 3-D modeling curriculum for teens this past year in partnership with Innovators for Purpose.

COMMITMENT TO PUBLIC SAFETY

For the seventh consecutive year, serious crime (property and violent crime) in the City of Cambridge dropped to unprecedented levels in 2017. Overall, serious crime declined by 11% to 2,320 crimes, which was down from the previous low of 2,620 incidents in 2016. These figures represented the lowest total of crimes reported to the FBI since Congress enacted the Omnibus Crime Control Act in 1968. These historically low figures reflect a number of factors, including the strong day-to-day efforts from members of the Cambridge Police Department (CPD), a responsive and supportive community, and a collaborative culture within the City and Police Department. A full report on crime in the city is available at <http://bit.ly/2017CPDAnnual>.



New Leadership Focus. Following the retirement of Robert Haas in 2016 and two interim Police Commissioners, Branville G. Bard., Jr. was hired as the City's fourth

Police Commissioner in July 2017, after an extensive national search. Bard had previously served as Chief of Police and the Director of Public Safety for the Philadelphia Housing Authority's Police Department and also held numerous positions in the Philadelphia Police Department, including Police Inspector and Police Captain for the 22nd District. In addition to a proven track record, Bard is known for his cultural awareness and sensitivity, commitment to department-wide equity and inclusiveness, dedication to procedural justice, and visionary, effective, and strong police leadership.

Sexual Assault Response Team. To help survivors of sexual assaults receive the best care and support that's possible, Cambridge Police formed the City's first Sexual Assault Response Team in December 2017. The team, which comes on the heels of the department's trauma-informed law enforcement training, was developed to network with partners, review best practices, and identify gaps in services to create a seamless process for survivors as they navigate their way through the criminal justice system.

Class 1 Fire Department. In FY18, Cambridge Fire Department (CFD) responded to 15,411 emergency incidents which generated 34,834 responses by fire companies. These included 73 structure fires, 955 inside fires, 1,098 fires of all categories, 6,961 emergency medical calls, 193 elevator rescues, 197 hazardous materials incidents, 440 electrical hazards, and 60 incidents of carbon monoxide contamination. Working in partnership with CPD, there were 263 investigations of suspicious or

unattended items. In order to enhance paramedic service to the growing East Cambridge/Kendall Square/North Point neighborhoods, Engine Company No. 3 in East Cambridge was upgraded to a Paramedic Engine this year. Currently, CFD is running five paramedic units, Engines 1 and 3, Rescue 1, and Squads 2 and 4. New vehicles were placed in service for Squads 2 and 4.

Continuous Training. CFD participated in multi-agency mass decontamination drills with Cambridge Health Alliance and Mount Auburn Hospital. Firefighters also participated in Rescue Task Force/Active Shooter training with Cambridge Police, regional drills at Logan Airport, and rescue training exercises.

New Cambridge Fire Bike Team. In spring 2018, CFD deployed a new Bike Team to provide rapid EMS (Emergency Medical Services) and emergency response through crowded venues at special events. Emergency Medical Technician and Paramedic members are fully equipped to handle medical emergencies pending arrival of a motorized EMS unit.

Emergency Communications 911 Dispatch Academy. The Emergency Communications Department (ECD) hosted its first Emergency Communications 911 Dispatch Academy, a 7-week classroom training, to accompany on-the-job training for newly hired dispatchers.

911 Cell Phone Calls. The Emergency Communications Center (ECC) is now able to receive a portion of 911 calls made from within the city from cell phones directly, bypassing the usual State Police transfer. The department



will continue to work with 911 partners to eventually receive all 911 calls directly.

New Wellness Room for 911 Call Takers. ECD unveiled a new “wellness room” modeled after NYC’s “quiet rooms” to provide a private space for employees to utilize for medical needs or decompress after significant events. In collaboration with area partners, ECD initiated the first 911 Peer Support and Critical Incident Stress Management Team in Massachusetts to help employees deal with subsequent trauma related to their role in public safety.

Short-Term Rentals. A new Short-Term Rental (STR) Ordinance went into effect on April 1, 2018, and regulates the rental of property for transient housing (stays up to 30 days). STRs will now be required to comply with building code, life safety regulations, and health and hygiene standards. Registration is available online at CambridgeMA.gov/Shorttermrental.

COMMUNITY HEALTH

Cambridge is moving toward a model in which City departments and the community are genuine partners in improving health. The City of Cambridge Community Health Improvement Plan (CHIP) and other citywide plans have set the stage for a collaborative approach to addressing complex issues that impact health.

Cambridge Public Health Department (CPHD) worked closely with governmental and community partners to implement Year 3 strategies for CHIP, which has set the City's health agenda through 2020. Priority areas are healthy eating and active living; violence; mental health and substance abuse; and healthy, safe, and affordable housing. Additionally, CPHD hosted a site visit from the Public Health Accreditation Board in June 2018, the culmination of a five-year process to become a nationally accredited health department. The final accreditation decision is expected in fall 2018.

Opioid Crisis. City and community partners worked collaboratively to address issues related to drug dependence and opioid-related overdoses. In 2017, the overdose death rate in Massachusetts decreased 6% from 2016, the first decline in seven years. There were 12 fatal opioid-related overdoses among Cambridge residents in 2017, according to the Massachusetts Department of Public Health. The Health Department's OPEN program continued to provide timely information about opioid prevention, intervention, and treatment; and co-facilitated overdose recognition and

response trainings to Cambridge businesses with public bathrooms. A new part-time Recovery Coach joined Cambridge Police Department (CPD) in March 2018 to provide support and referrals to treatment for individuals with substance use disorders and their families. The City continued to encourage residents to safely dispose of unwanted medication, with CPD collecting over 11,500 units of unwanted medication in 2017. In April 2018, the Cambridge City Manager established an Opioid Working Group to review disease surveillance data, identify best practices for addressing the crisis locally, and share information about the chronic nature of addiction.

Healthy Eating & Active Living. City and community partners remained focused on making healthy food



more accessible and affordable, and creating safer streets for walking and biking. The Cambridge SNAP Match Coalition, led by CPHD, raised \$24,000 in 2017 to help residents buy fresh local food at Cambridge Farmers Markets. The Health Department awarded \$6,500 to local groups to develop activities that promote healthy eating and physical activity. The Cambridge Healthy Market Program, a joint initiative of CPHD and the Community Development Department, worked with seven local convenience stores to promote healthy foods and beverage options.

Men's Health. The Health Department's Men's Health League program hosted five community conversations with men of African descent about prostate cancer and treatment options. The 25th annual Hoops 'N' Health Tournament and Health Fair drew over 300 players who also participated in health workshops and screenings.

Violence Prevention. Mending Cambridge invited men to explore their roles in the #MeToo movement at two community conversations held in winter 2017. Over 25 men participated in the sessions and shared ideas on how they could prevent gender-based violence and the culture that promotes it in homes, at work, with youth, and in public spaces. This group and City partners also organized the City's annual domestic violence vigil in October and White Ribbon Day events in March. Mending Cambridge is a partnership between the City's Domestic and Gender-Based Violence Prevention Initiative and the Cambridge Public Health Department.

Healthcare & Prevention. The Health Department has statutory obligations to prevent and control communicable disease in Cambridge.

Staff administered 769 flu vaccines at sites throughout the city and followed up on 145 disease reports, including foodborne illness, norovirus, and mumps in the community. The department also operates a large tuberculosis program at Cambridge Hospital, with staff managing 2,198 visits from patients with latent or active TB in FY18. To help students in the Cambridge Public Schools (CPS) stay healthy, CPHD's school nurses handled 51,824 visits for illness, injury, medication administration, and medical procedures during the 2017-2018 school year.

Urban Agriculture. As part of the Food and Fitness Policy Council's effort to develop a comprehensive urban agriculture policy for the Cambridge, the City began putting formal legal structures in place for allowing and regulating these activities. In December 2017, the City Council ordained a beekeeping zoning amendment and the Commissioner of Public Health promulgated "A Regulation for the Keeping of Honeybees." The Health Department has primary responsibility for issuing permits, holding public hearings, and enforcement. Two beekeeping permits had been issued as of June 30, 2018.



MAINTAINING ENVIRONMENTAL SUSTAINABILITY

Cambridge is committed to promoting energy efficiency in homes and buildings, developing strategies to increase clean energy, reducing greenhouse gases and other pollutants, and making the City resilient to future climate change. In 2018, Net Zero Action Plan (NZAP) activities included the completion of a Low Carbon Energy Supply study, which looked at a range of approaches for reducing carbon emissions from the Cambridge energy supply. Key conclusions include the importance of individual building electrification coupled with district energy systems, and regional collaboration.

Regional Collaboration. The City continued to engage in regional climate collaboration through the Metro Mayors Climate Change Preparedness Task Force. The Cambridge Compact for a Sustainable Future, a community partnership between the City, local businesses, non-profits and universities, advanced and successfully executed sustainability initiatives described in its 3-Year work plan. In September 2017, the City of Cambridge, the City of Boston, and the City of Copenhagen entered into a Memorandum of Collaboration to Combat Climate Change, which establishes a framework for the partners to develop and share innovative solutions and best practices for fostering sustainable and resilient cities.

Community Electricity. In July 2017, the City completed a community electricity aggregation to increase the amount of renewable energy in its electricity supply. The program offers a Standard Green option – which includes 25% more solar energy than required by the state, derived from local renewable energy sources –

and a 100% Green option, which provides 100% renewable energy generated from projects throughout New England. The program's Standard Green option has saved residents and businesses money compared to Eversource Basic Service rates since the program's launch. Over 600 Cambridge residents and businesses are currently enrolled in the 100% Green Option.

Climate Change. The development of the Climate Change Preparedness and Resilience (CCPR) Alewife Plan was completed in FY18 and the process to develop a CCPR Plan for the Port neighborhood is underway. Both neighborhood plans will influence the citywide CCPR plan, which will outline strategies for social resilience, adapted buildings, adapted infrastructure, and resilient ecosystems.

Cambridge Energy Alliance. Through the Cambridge Energy Alliance (CEA) program, the City continues to assist residents and small business owners in reducing energy consumption, implementing energy efficient measures, and investing in clean or renewable energy technologies. In FY18, the City was recognized with a Bronze-level SolSmart Award for its work to advance



solar energy growth, with special recognition for exemplary community engagement efforts through CEA and the Sunny Cambridge solar energy program.

Electric Vehicles. Encouraging Electric Vehicle (EV) use is an important factor in lowering greenhouse gas emissions and improving local air quality.

Curbside Compost Expansion. In April 2018 the City expanded curbside compost to include all buildings with 1 to 12 units, increasing the number of eligible households to 25,000. An average of 6.7 tons of compostable items is diverted from landfills each day. The compost is used to create clean energy and fertilizer, thereby reducing our dependence on landfills, reducing our carbon footprint and maximizing the beneficial reuse of organic food waste.



Urban Forestry Master Plan. In June, the Urban Forest Master Plan (UMFP) Task Force kicked off a 12-18 month process to create a guide for the development of Cambridge’s urban forest. This process will result in a strategic plan to evaluate, maintain and expand the

urban forest canopy while being more resilient to climate change, reducing the urban heat island effect, mitigating stormwater runoff, reducing nutrient runoff, and contributing to community well-being.

Solar Energy. The City is on target to reach its goal of generating 5% of its municipal electricity consumption from onsite solar photovoltaic (PV) systems by 2019, a year ahead of its 2020 target. FY18 installations include a 174 kW system on the roof of the Kennedy Longfellow School, a 15.5 kW system at the new transitional housing constructed at 859 Mass. Ave. and a 12 kW system on a new shade canopy at the Citywide Senior Center. Additional systems are in construction at the Fletcher Maynard Academy, Cambridge Public Library, and the King Open and Cambridge Street Upper School and Community Complex reconstruction, which is in design as a Net Zero school. The City currently has five virtual net metering agreements. The first three solar arrays, with a total PV capacity of 4,5 MW, are operational and generating clean, renewable solar energy.

ENERGY STAR Certification. Cambridge Rindge & Latin School (CRLS) earned the U.S. Environmental Protection Agency’s (EPA) ENERGY STAR® certification for superior energy performance for 2017. ENERGY STAR certified buildings are verified to perform in the top 25 percent of buildings nationwide. The City and School Department worked closely to advance efforts to implement the City’s Net Zero Action Plan for reducing greenhouse gas emissions, and this recognition demonstrates to our students how important sustainable practices are.

ENCOURAGING ARTS & ECONOMIC VITALITY

FLOW Grant Program for the Port Neighborhood. In 2017, Cambridge Arts launched the FLOW Grant Program, which supports 11 dynamic arts and cultural projects for the Port neighborhood. The projects are funded by one-time grants from \$300,000 in percent-for-art funds from a major City infrastructure construction project designed to reduce flooding in this neighborhood positioned between Central and Kendall squares. Projects include an artistic community garden with sculpture and hands-on training and cultivation by youth at the Moses Youth Center; a youth-designed street mural on Windsor Street celebrating the people and character of the neighborhood; development of a free sound production studio and podcast station (where young adults share stories, music, and news from the Port community and receive life skills training); a neighborhood steel pan band; a playback theater troupe, and public art installations that promote playful learning, scientific inquiry, and early STEAM learning focused on math and language development.

Cambridge Arts Creative Marketplace serves and celebrates local visual artists by helping them develop and access new and broader audiences for their artwork and providing learning, networking, and educational opportunities that strengthen their individual work and recognition as part of the local innovation economy. Supported through revenue from grants, local businesses, and property developers, Creative Marketplace includes an Exhibitions Program that provides high-profile opportunities for artists to display their work in corporate and business environments in the city, including such

locations as Mount Auburn Hospital, Workbar, Google, and Harding House bed and breakfast. In 2017, Creative Marketplace became one of the founding partners in the new Kendall Discovery Market, a dynamic, outdoor demonstration market in Kendall Square focused on artists and local innovators. Work by local artists was also showcased at CambridgeSide and Cambridge Public Library.

Retail Strategic Plan. Throughout FY18, the Community Development Department's Economic Development Division advanced the City's Retail Strategic Plan, an in-depth assessment and market analysis of Cambridge's existing retail environment that identifies short-term and long-term strategies to support and promote economic vitality.





Key recommendations from the Retail Strategic Plan include:

- **The launch of the Cambridge Food Truck Pilot**, designed to provide entrepreneurial opportunities to food truck operators, create more diverse food options in targeted areas, and bring additional street level amenities to Cambridge public spaces. Women and minority-owned businesses, local business owners, and businesses without brick-and-mortar locations were given special consideration during the selection process.
- **Small Business Open Houses** were held in every commercial district to increase access and support to small businesses and entrepreneurs. Attendees met with staff, applied for grant programs, accessed resources, and networked with other business owners.
- **The Small Business Summit**, hosted by the City in partnership with Google, offered marketing seminars, panel discussions about business sustainability,

marketplace resources, and networking opportunities to 103 small business owners and entrepreneurs.

- **The Central Square Commercial District Assessment** was completed. The report incorporates community feedback to better understand the neighborhood's current business landscape and consumer characteristics to guide business growth and development.

Life Sciences and Biotech. The robust life sciences and biotech industry in Cambridge is crucial to the City's economic vitality. In February, Philips North America announced that it will move its North American headquarters to Cambridge Crossing in 2020, becoming the work location for over 2,000 Philips employees. Cambridge's Economic Development staff worked with Somerville and the State to recruit Philips, and the decision for the pioneering life sciences company to move to Cambridge is further recognition that Cambridge is part of one of the strongest life science clusters in the world.

Cambridge also worked with regional partners to support and promote the 2018 BIO International Convention in Boston. Cambridge spearheaded local bus tours to give BIO attendees an interactive look at the Life Sciences Corridor, a 5-city regional economic development initiative, and the companies that contribute to the corridor's innovation. Cambridge bus tours – the first to sell out with nearly 100 participants – visited labs, research institutions, and biotech companies in Kendall Square before ending the tour at Cambridge Crossing. City staff networked with life sciences and biotech companies representing 67 different countries throughout BIO 2018, which set a Guinness World Record for the largest business partnering event.

PROMOTING TRANSPORTATION & MOBILITY

The Vision Zero Initiative continues to be a driving force to make our streets safe for all users. Earlier this year, the City released the Vision Zero Action Plan, which lays out the steps the City will take to eliminate all traffic fatalities and serious injuries. The Vision Zero Working Group, which includes staff from several departments, developed the plan with oversight from the Vision Zero Advisory Committee, which includes residents and representatives from Cambridge businesses and institutions. See more on Vision Zero at CambridgeMA.Gov/VisionZero.

20 MPH Safety Zones. Following the successful introduction of a 25 MPH citywide speed limit last year, the City implemented 20 MPH Safety Zones in our Squares in March 2018. The speed limit dropped to 20 MPH in Central, Harvard, Inman, Kendall, and Porter Squares in order to increase safety in these social and economic hubs. Slower speeds are a key component of Vision Zero – slowing down decreases the likelihood of a crash, and improves outcomes when crashes occur, especially crashes involving vulnerable road users like pedestrians and cyclists.



Separated Bike Lanes. In August 2017, separated bicycle lanes were installed on Mass. Ave. from Trowbridge Street to Bow Street, Brattle St. from Mason St. to Eliot St, and Cambridge Street from Inman Square to Quincy St. to provide cyclists of all ages and abilities with a safer way to travel along the corridors. The separated bicycle lanes are being evaluated by the City following community feedback collected through public meetings, surveys, and Wikimaps. In FY19, the City will focus on safety and

transit reliability on Massachusetts Avenue between Lafayette Square and the Charles River.

Bike Share. In early 2018, Boston, Brookline, Cambridge and Somerville launched an Income-Eligible Bike Share Membership Program, allowing residents who qualify for a wide range of public assistance programs, including SNAP/EBT, Fuel Assistance, Public Housing, and many more, to also qualify for a \$5 per month or \$50 per year Blue Bikes (formerly Hubway) membership. In spring 2018, Hubway began transitioning to Blue Bikes following a title sponsorship from Blue Cross Blue Shield of Massachusetts. The system will continue to be owned by the municipalities of Boston, Brookline, Cambridge, and Somerville, and the sponsorship will allow for bicycle and station expansion, as well as upgrades to

mobile app features. There are currently 49 Blue Bikes stations in Cambridge, with approximately 10 stations expected to be added in FY19. In addition, the Community Development Department helped 200 residents improve their cycling confidence and skills through a series of bicycle education workshops.

Bus Service. As part of the City's Transit Strategic Plan, improving bus service in Cambridge was a priority. The City, in partnership with Watertown, received a \$100,000 grant from the Barr Foundation to implement bus priority elements on Mt. Auburn St. west of Fresh Pond Parkway. The pilot will include dedicated bus lanes, making travel quicker and more reliable for MBTA routes 71 and 73. Implementation will begin in fall 2018 to align with the Department of Conservation and Recreation's planned intersection improvements at Coolidge Ave. and Fresh Pond Parkway. The Community Development Department piloted the City's first solar-powered real-time signs on bus shelters near Porter and Central Squares. Four new bus shelters were installed across the city, and improvements on 4 routes from Route 2 onto Acorn Park Drive were also implemented. Efforts to improve local bus service, focusing on MBTA service planning and the Kendall Square Transit Enhancement Program, will continue. City planners are also contributing to the MBTA's Better Bus Project with the goal of improving regional bus service between now and 2020.

DPW Complete Streets. The City continues its commitment to providing high quality street infrastructure with an emphasis on designing and building streets for all



users and supporting the City's commitment to Vision Zero. Priority continues to be given to locations where street, sidewalk and bike facilities are in poor condition as well as locations that serve significant pedestrian populations.

Clean Fleet Project. The City continues working with the Volpe National Transportation Systems Center to develop strategies to increase fuel efficiency and decrease GHG emissions of the City's fleet. Volpe has completed a fuel use and greenhouse gas emissions baseline inventory and identified fleet GHG reduction strategies.

Autonomous Vehicles. The City of Cambridge entered into a Memorandum of Understanding with the Commonwealth and other neighboring municipalities regarding the testing of autonomous vehicles (AV) on city streets in the metro area. The agreement provides a standardized process for AV companies to seek permission to test their vehicles in a safe manner in the cities that have signed the agreement.

EMBRACING INNOVATION & TECHNOLOGY

Since FY15, the City has invested over \$13 million through the Information Technology Department (ITD) toward projects that enhanced the delivery of City services, including implementation of online permitting, development and launch of a public comment system for City Council meetings, upgrading of a myriad of core infrastructure, and strengthening City cybersecurity.

Open Data and Dashboards. ITD and several City departments implemented projects to improve municipal operations and innovation through open data and new data dashboards, such as Cambridge's Interactive Equity and Inclusion Dashboard, which displays annual municipal hiring demographic data dating back to 2000. The Envision Cambridge Consider.It Tool offered residents the chance to weigh in on issues such as housing, the economy, and the environment using an engaging and interactive online survey. Through a new partnership with CCTV, ITD offered training to residents on how to use Cambridge open data to create their own interactive data dashboards. This training encouraged residents to use open data to learn marketable new skills.

Data-Driven Analysis & Solutions. In January 2018, Cambridge Police Department (CPD) joined 25 other agencies for an unprecedented national law enforcement challenge to release open data on hate and bias-motivated crime. CPD also joined three, pilot projects nationally focused on linking local police, jail, hospital, and service provider data to identify individuals who overlap within these multiple systems and break the cycle of incarceration for those suffering from mental health and substance use disorders.

Get Rid of It Right Tool and App. In January 2018, the Department of Public Works (DPW) launched a new tool to help residents properly dispose of household waste. It is hoped this tool will assist the City in meeting its goal to reduce residential trash by 30% in 2020 and 80% by 2050.

Flood Viewer Tool. Earlier this year, the City launched "Flood Viewer," an informational tool to assess climate change threats from flooding and to prepare for it by implementing specific strategies. Users can add map layers depicting different storm scenarios and zoom in to see the projected impact in their area. This tool uses information drawn from the best available science but involves ranges of uncertainty. The Flood Viewer is part of an overall practical guide for climate change preparedness and resilience being developed.

Passport Parking App. Following a successful pilot program, the Traffic, Parking, and Transportation Department completed citywide deployment of the Passport Pay by Phone mobile parking app. Since early January 2018, residents and visitors had used the Parking App 600,000 times, and over 40% of parking payments came through the App.

Online Permitting. The Fire Department and License Commission successfully migrated their paper based permitting and licensing online. The Planning Board completed a year of video streaming and recording all meetings online as part of the ongoing effort to improve process transparency and community engagement.

APPENDIX 1: OVERVIEW OF CITY DEPARTMENTS

22-CityView *Calvin Lindsay Jr., Director*

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

Animal Commission, *Mark McCabe, Director*

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

Assessing, *Robert P. Reardon, Director*

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

Auditing, *James Monagle, City Auditor*

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

Budget, *Sarah Stanton, Budget Director*

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

Cambridge Arts, *Jason Weeks, Executive Director*

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

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

City Clerk, Donna P. Lopez, City Clerk

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

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

The City Council, the policy setting arm of the City, derives its powers from the City Charter and the laws and Constitution of the Commonwealth of Massachusetts. The City Council authorizes public improvements and

expenditures, adopts regulations and ordinances, establishes financial policies and performs many related legislative tasks.

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

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

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

The Commission on Immigrant Rights & Citizenship

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

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

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

Consumers' Council, Laura M. Nichols, Executive Director

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

Election Commission, Tanya L. Ford, Executive Director

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

Electrical, Stephen Lenkauskas, City Electrician

The Electrical Department oversees street lighting and the City's Fire Alarm System and provides electrical maintenance and construction services to City departments, municipal buildings and parks. The department installs and repairs communications systems, including telephones,

public emergency call boxes, pagers, fiber cable networks for computer data transmission between buildings and cabling for local area data networks for City buildings. The department also oversees installation of cables, conduits and equipment by utilities and other contractors over and within all public ways.

Emergency Communications, Christina Giacobbe, Director

The Emergency Communications Department (ECD) operates the City's Combined Emergency Communications and 911 Center (ECC) and Public Safety Information Technology (PSIT) Team located at the Robert W. Healy Public Safety Facility. The Communications Center received over 31,000 911 calls and approximately 115,000 other emergency calls, alarms, and other quality of life reports in the last year. The staff managed the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources to over 100,000 calls for service. The PSIT team continues to manage and troubleshoot all public safety related IT Equipment and Software for Police, Fire and ECD. During FY18, the team resolved over 5,100 troubleshooting tickets, completed over 30 new projects, and maintained all public safety critical systems.

Equity & Inclusion, Betsy Allen, Director

The Office of Equity and Inclusion (formerly Affirmative Action Office) upholds and reaffirms the City's position and commitment to equal employment opportunity, and assists in creating and maintaining an inclusive workforce that is free from discrimination, harassment and retaliation. It assists department heads in setting and achieving equity and inclusion goals for recruiting,

hiring, promoting, and retaining qualified employees. In compliance with federal law, the Office prepares and submits workforce reports on a biennial basis to the Equal Employment Opportunity Commission.

Finance, David Kale, Assistant City Manager for Finance

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

Revenue Management and Treasury, Michele Kincaid, Assistant Finance Director

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

Fire Department, Gerard E. Mahoney, Acting Fire Chief

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

Historical Commission, Charles M. Sullivan, Executive Director

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

Human Rights Commission, Nancy Schlacter, Executive Director

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

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

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

Information Technology, Mary Hart, Chief Information Officer

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

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

Inspectional Services, Ranjit Singanayagam, Commissioner

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

Law Department, Nancy Glowa, City Solicitor

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

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

The Commission name was changed from GLBT Commission to LGBTQ+ Commission to reflect modern terminology with the + added to be inclusive of the many variations of gender identity, expression and sexual orientation. The change was initiated by the Commission

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

License Commission, Nicole Murati Ferrer, Esq., Chair

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

Cambridge Public Library, Maria McCauley, Director

The Cambridge Public Library (CPL) serves as a doorway to opportunity, self-development and recreation for all its residents, and as a forum where they may share ideas, cultures and resources among themselves and with people around the globe. The free availability of information, the lively interaction of people, and the open exchange of ideas animate and extend the democratic mission of the library. CPL is a dynamic,

community-oriented system providing excellent services, collections and programs to all members of the community. We are dedicated to affording the people of Cambridge resources for recreational reading, independent learning, and the introduction of children to the world of literacy and learning. CPL is designed to work as a unified system with a strong main library and six active branch libraries each tailored to the unique constituencies and needs of its immediate neighborhood.

Mayor's Office, Marc C. McGovern, Mayor

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

Peace Commission, Brian Corr, Executive Director

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. It works to reduce violence and advocates ideas and programs that affirm diversity and build community

within our city. It links peace groups, social justice efforts, anti-violence coalitions and the municipal government, and works collaboratively with other City departments to support the community in the wake of traumatic events. The Commission builds community by celebrating local people and efforts with programs and events, and by organizing community forums on issues affecting the community. It also supports Cambridge's Sister City relationships.

Personnel, Sheila Keady Rawson, Director

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

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

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

community oriented policing to combat crime and undesirable elements associated with crime.

Police Review & Advisory Board, Brian Corr, Executive Director

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

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

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

Public Works, Owen O’Riordan, Commissioner

The Cambridge Department of Public Works (DPW), operating within the framework of the City’s goals, provides dependable, high quality service – maintaining, improving and expanding a safe, healthy, attractive and inviting physical environment. The department supports

the infrastructure of a vibrant community through comprehensive planning, scheduled maintenance and emergency response. These efforts are strengthened by prioritizing collaboration, excellent customer service and public information.

Purchasing, Elizabeth Unger, Purchasing Agent

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

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

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

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

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

Program. The department also works closely with other City departments in planning, reviewing and developing proposals to improve the City's infrastructure and encourages walking, bicycling and using transit.

Veterans' Services, Neil MacInnes-Barker, Director

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

Water, Sam Corda, Managing Director

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

Weights & Measures, James Cassidy, Jr., City Sealer

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

Women's Commission, Kimberly Sansoucy, Executive Director

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

APPENDIX 2: POLITICAL STRUCTURE OF CAMBRIDGE

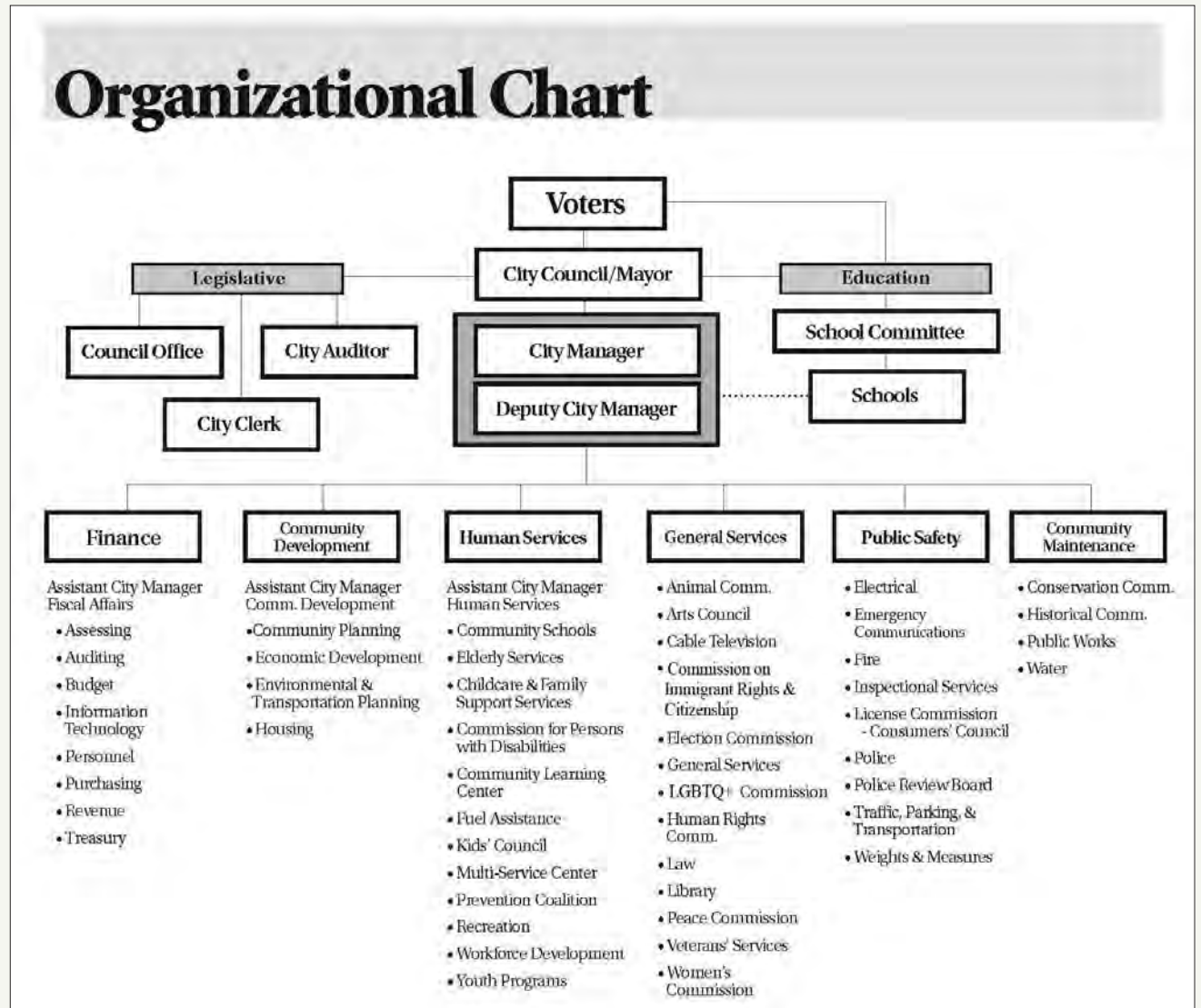
Plan E Form of Government - Proportional Representation

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

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

City Ordinances (Cambridge Municipal Code)

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



APPENDIX 3: CAMBRIDGE AT A GLANCE

Land Area: 6.43 Square Miles

County: Middlesex

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

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

Person(s) Per Household:
2.10 Persons
(2012-16, U.S. Census)

Median Age: 30.5 Years
(2012-16, U.S. Census)

Foreign Born: 27.4%
(2012-16, U.S. Census)
Home Language other than English:
31.7% (2012-16, U.S. Census)

**Common Languages other than
English:** Spanish, Chinese, French,
French Creole, Indie Languages,
Portuguese, African Languages,
Korean, and German
(2011-15, U.S. Census)

Racial Diversity:

67.1% White

10.7% Black

15.2% Asian

7.0% Other

(2012-16, U.S. Census)

Hispanic Diversity:

8.5% of Residents w/Hispanic
Background (2012-16, U.S. Census)

Adult Educational Attainment:

74.9% College or Graduate Degree

9.9% Some College/Associates Degree

9.3% High School Diploma

5.9% No High School Diploma

(2012-16, U.S. Census)

College & Graduate Students:

34,445 Enrolled in Degree Program
(includes non-residents)
(2017, CDD)*

Poverty Status:

8.4% of Families

14.0% of Individuals

(2012-16, U.S. Census)

Registered Vehicles:

47,011 Vehicles

28,510 Passenger Cars
(2017, Mass. Registry of Motor
Vehicles)

Housing Units:

53,378 (2017, CDD)*

Owner Occupied Housing:

36.9 % (2012-16, U.S. Census)

Median Housing Sales Price:

\$1,377,500 Single Family

\$1,385,000 Two Family

\$730,000 Condominium

(2017, CDD)*

Typical Rental Price:

\$2,400 One Bedroom

\$2,950 Two Bedroom

\$3,600 Three Bedroom

(April 2018, Zillow.com)

Median Household Income:

\$83/122 (2012-16, U.S. Census)

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

Jobs:

125,944

(2017, Mass. Executive Office of Labor and Workforce Development)

Average Annual Wage:

\$109,876

(2017 Q3, Mass. Executive Office of Labor and Workforce Development)

Resident Unemployment Rate:

2.0%

(April 2018, Mass. Executive Office of Labor and Workforce Development)

Major Employment Sectors:

Education, Professional & Technical Services, Health Care & Social Assistance, Accommodation & Food Services, Retail Trade

(2017, Mass. Executive Office of Labor and Workforce Development)

FY18 Property Tax Rate

Residential \$6.29

Commercial \$14.81

(per \$1,000 of assessed value)

FY18 Annual Operating Budget:

\$605 million

Government:

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

Public Schools:

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

Private/Parochial Schools:

13, plus 3 charters, numerous Preschools and Special Education

Higher Education:

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

Hospitals:

Cambridge Hospital, Mount Auburn Hospital, Spaulding Hospital

Fire Protection:

8 fire stations, 273 sworn firefighters, 10 civilians

Police Protection:

1 police station, 278 sworn officers, 38 civilians (including Traffic Supervisors)

Parks, Playgrounds & Reservations:

80

Public Golf Courses:

1 (Fresh Pond)

FY18 CAMBRIDGE NUMBERS AT A GLANCE

1.2 MILLION

items checked out by library patrons

70,000

square feet of commercial development permitted

675,000

pounds of compost was diverted from landfills since expanding Curbside Compost

600+

Cambridge residents and businesses receive 100% renewable energy through the Cambridge Community Electricity Program's 100% Green Option

14,099

Commonwealth Connect service requests resolved

634

units of affordable housing underway in efforts to create/preserve affordable housing

- 906,090 patrons walked through Cambridge Public Library doors;
- 196,354 incoming and 136,127 outgoing reserves processed by Cambridge Public Library;
- 384,000 square feet of dormitory space was permitted;
- 9,235 people registered for a new Library card, for a total of 80,991 cardholders;
- 4,822 gas/plumbing/mechanical permits and 3,419 electrical permits were issued;
- 2,218 building permits were issued;
- 454 dwelling units to be created for MIT graduate students on Main St.;
- 320 new residential units to be created for Residences at Alewife Station;
- 285 new residential units to be created for Mass+Main project in Central Square;

- 350 households received heating improvements through the No-Cost Heating System Optimization Pilot;
- 87 Cambridge buildings (including households, multi-family properties, and commercial properties) received solar installations;
- 38 projects underwent urban design review;
- 4 zoning petitions were reviewed and adopted by City Council: the MIT/Volpe ordinance, beekeeping ordinance, short-term rentals ordinance, and Alexandria innovation space zoning amendment;
- 1 medical marijuana dispensary was approved in Inman Square (totaling 4 dispensaries citywide);

- 1,200 people participated in bicycle education workshops;
- 49 Blue Bikes stations are located in Cambridge;
- 530 units of new housing were granted special permits
- 246 participants attended small business workshops;
- 40 small businesses received funding from CDD grant programs, including the Storefront Improvement Program, the Small Business Enhancement Program, and the Retail Interior Accessibility Program;
- 33 multi-family buildings (1,300 households) received no-cost energy efficiency and solar assessments through the Multi-Family Energy Pilot;
- 18 entrepreneurs participated in the Cambridge Business Planning Program.



2018 Citizenship class graduates.

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

2018-19 City Council:

Mayor Marc C. McGovern

Vice Mayor Jan Devereux

Councillor Dennis J. Carlone

Councillor Craig A. Kelley

Councillor Alanna M. Mallon

Councillor Sumbul Siddiqui

Councillor E. Denise Simmons

Councillor Timothy J. Toomey, Jr.

Councillor Quinton Y. Zondervan



A publication of the Office of the City Manager, City of Cambridge.
795 Massachusetts Avenue • Cambridge, MA 02139
617-349-4300 • cambridgema.gov

 Cambridgema.Gov

 [@CambMA](https://twitter.com/CambMA)