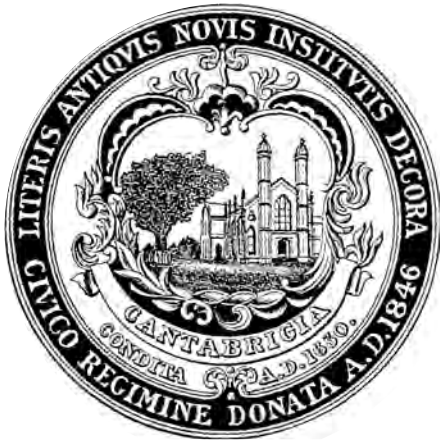


**CITY OF
CAMBRIDGE**

2012/2013
ANNUAL REPORT



About Cambridge

With over 105,000 people located within a 6.5 square mile area, Cambridge is a unique community with a strong mix of cultural, demographic and social diversity, intellectual vitality and technological innovation. Located just across the Charles River from Boston, Cambridge is home to world-renowned educational institutions, Harvard University and Massachusetts Institute of Technology (MIT), as well as to numerous high-tech and bio-tech companies. Cambridge has developed into an international community, with almost 27% of residents being foreign born, representing over 70 countries and speaking more than 40 different languages.

Cover: The City was recognized for the 6th consecutive time by America's Promise Alliance as one of America's 100 Best Communities for Young People because of our commitment to and success in serving young people.

City Manager's Message



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

FY13 ended with the retirement of long-time City Manager Robert W. Healy. We thank him for his great service to our city and wish him the best of luck in his future endeavors. I am pleased to report that with a continued strong financial standing, we have met the demands of a challenging economic climate, while still providing high quality municipal services.

In May 2013, the City Council approved the FY14 operating budget of \$507,186,335, a capital budget of \$92,745,930 and the five-year capital plan. The FY14 operating budget reflects a 3.81% increase over the FY13 adjusted budget.

In the past eight years, we have produced budgets that have reflected community needs, while still maintaining an average annual increase of 4.5% in the property tax levy. During this period, approximately 75 percent of residential taxpayers have seen a reduction, no change or an increase of less than \$100 in their property tax bill. This is the third consecutive year that we have produced a 0% increase in the water rate. In FY14, the sewer rate will increase by 4.2%, resulting in a combined rate of 2.9%. In FY12 and FY13, the sewer rate saw a 0% increase.

Affordable housing remains a high priority for this administration. Through the Community Preservation Act, the City was able to appropriate \$9.65 million in local receipts, state matching funds and fund balances for expenditure on affordable housing, historic preservation and open space projects. From FY02-FY13, the City appropriated/reserved \$121 million in CPA funds, of which approximately \$42.1 million was derived from state matching funds.

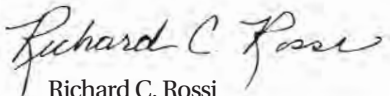
In May, Cambridge was named a Gold Bicycle Friendly Community by the League of American Bicyclists. Cambridge was the highest rated city on the East Coast and one of only two communities east of the Mississippi River with the Gold level rating.

Also this year, Cambridge was one of six winners nationwide of the inaugural *Robert Wood Johnson Foundation (RWJF) Roadmaps to Health Prize*. The prize honors outstanding community partnerships across the United States that are helping residents lead healthier lives.

The City was recognized for the 6th consecutive time by America's Promise Alliance as one of America's 100 Best Communities for young people.

We will continue to develop a cohesive and responsive workforce that is committed to keeping Cambridge a great place to live, work and enjoy.

Very truly yours,



Richard C. Rossi
City Manager

Table of Contents

| | |
|---------------------------------|--------------|
| About Cambridge | Inside Front |
| City Manager's Letter | 1 |
| City Departments | 3 |
| Government Organizational Chart | 4 |
| Cambridge at a Glance | 5 |
| About City Seal | Inside Back |

Departments

| | | | |
|--------------------------|----|-----------------------------------|----|
| Affirmative Action | 6 | Human Rights Commission | 29 |
| Animal Commission | 6 | Human Services | 30 |
| Arts Council | 7 | Information Technology | 37 |
| Assessing | 10 | Inspectional Services | 38 |
| Auditing | 10 | Law Department | 39 |
| Budget | 11 | Library | 40 |
| 22-CityView | 11 | License Commission | 41 |
| City Clerk | 12 | Mayor's Office | 42 |
| City Council | 13 | Peace Commission | 43 |
| City Manager's Office | 14 | Personnel | 44 |
| Community Development | 17 | Police | 45 |
| Conservation Commission | 21 | Police Review & Advisory Board | 47 |
| Consumers' Council | 22 | Public Health | 48 |
| Election Commission | 22 | Public Works | 50 |
| Electrical | 23 | Purchasing/General Services | 57 |
| Emergency Communications | 23 | Schools | 58 |
| Finance | 24 | Traffic, Parking & Transportation | 59 |
| • Administration | | Veterans' Services | 60 |
| • Revenue | | Water | 61 |
| • Treasury | | Weights & Measures | 64 |
| Fire | 25 | Women's Commission | 64 |
| GLBT Commission | 27 | | |
| Historical Commission | 28 | | |

| | |
|-----------------|---|
| Editor | Ini Tomeu, Public Information Officer ph: 617.349.4339 itomeu@cambridgema.gov |
| Layout | Avrio Publishing ph: 502.974.8488 www.avriopublishing.com |
| Printing | Sterling Printing & Business Products, Inc. |

City Departments

Cambridge City Hall

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

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

Affirmative Action

Duane Brown, Director
City Hall, 617.349.4331

Animal Commission

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

Arts Council

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

Assessing

Robert P. Reardon, Director
City Hall, 617.349.4343

Auditing

James Monagle, Auditor
City Hall, 617.349.4240

Budget

Jeana Franconi, Director
City Hall, 617.349.4270

22-CityView

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

City Clerk

Donna Lopez, City Clerk
City Hall, 617.349.4260

City Council

Sandra Albano, Executive Assistant
City Hall, 617.349.4280

City Manager's Office

Richard C. Rossi, City Manager
Lisa C. Peterson, Deputy City Manager
City Hall, 617.349.4300

Community Development

Brian P. Murphy, Assistant City Manager
for Community Development
344 Broadway • Cambridge, MA 02139
617.349.4600 • TTY 617.349.4621

Commission for Persons With Disabilities

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

Conservation Commission

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

Consumers' Council

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

Election Commission

Tanya Ford, Executive Director
51 Inman Street • Cambridge, MA 02139
617.349.4361 • TTY 617.492.0235

Electrical

Stephen J. Lenkauskas, Acting City Electrician
250 Fresh Pond Pkwy. • Cambridge, MA 02138
617.349.4925 • TTY 617.492.0235

Emergency Communications

Paula Snow, Acting Director
125 Sixth St. • Cambridge, MA 02142
617.349.6911 • TTY 617.499.9924

Finance

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

Fire

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

GLBT Commission

John Gintell/Aren Stone, Co-Chairs
City Hall • GLBT@cambridgema.gov

Historical Commission

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

Human Rights Commission

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

Human Services

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

Information Technology (IT)

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

Inspectional Services

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

Law

Nancy Glowa, City Solicitor
City Hall, 617.349.4121

Library

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

License Commission

Michael Gardner, Chairman
Elizabeth Lint, Executive Director
831 Mass. Avenue • Cambridge, MA 02139
617.349.6140 • TTY 617.349.6112

Mayor's Office

Henrietta Davis, Mayor
City Hall, 617.349.4321

Peace Commission

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

Personnel

Sheila Keady Rawson, Director
City Hall, 617.349.4332

Police

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

Police Review & Advisory Board

Brian Corr, Executive Secretary
51 Inman Street • Cambridge, MA 02139
617.349.6155 • TTY 617.492.0235

Public Health

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

Public Works

Owen O'Riordan, Acting Commissioner
147 Hampshire St. • Cambridge, MA 02139
617.349.4800 • TTY 617.349.4805

Purchasing

Cynthia Griffin, Purchasing Agent
City Hall • 617.349.4310

School

Jeffrey M. Young, Superintendent of Schools
159 Thorndike St. • Cambridge, MA 02141
617.349.6400 • TTY 617.492.0235

Traffic, Parking and Transportation

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

Veterans' Services

Steven A. Vesce, Director
51 Inman Street • Cambridge, MA 02139
617.349.4761 • TTY 617.492.0235

Water

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

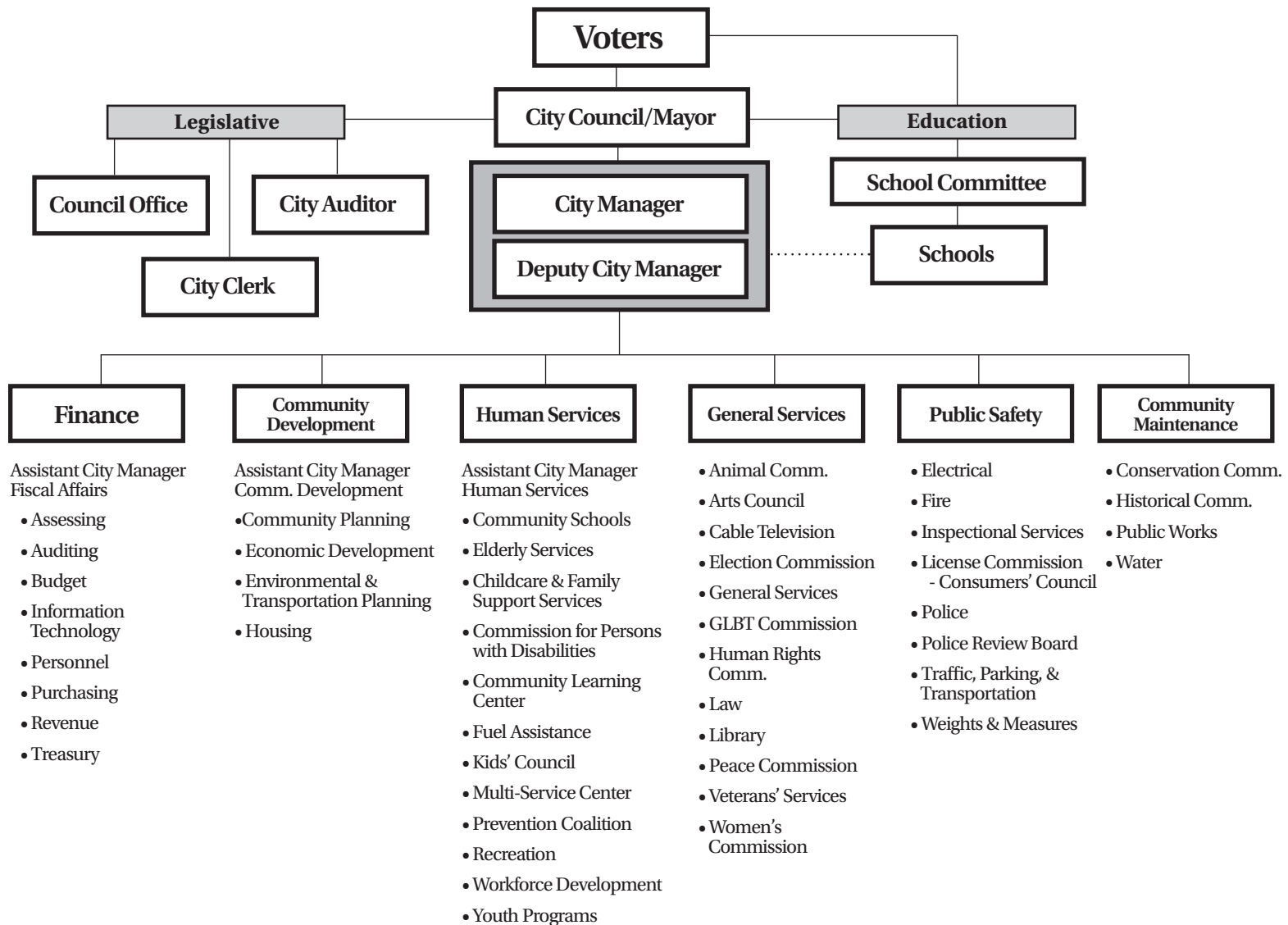
Weights & Measures

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

Women's Commission

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

Organizational Chart



Cambridge Political System

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, www.cambridgema.gov/Election.

City Ordinances (Cambridge Municipal Code)

Cambridge Municipal Code, organized by subject matter and updated biannually, can be viewed online. Visit the City's website, www.cambridgema.gov, and click on "City Ordinances" under Quick Links section. The most recent and official version of the Code is on file at the City Clerk's Office, 617-349-4260.

Cambridge at a Glance

Land Area:

6.43 Square Miles

County:

Middlesex

Population:

105,162 (2010, U.S. Census)

Population Density:

15,864 Persons per square mile
(2010, CDD)

Person(s) Per Household:

2.00 Persons (2010, U.S. Census)

Median Age:

30.2 Years (2010, U.S. Census)

Foreign Born:

29.0% (2009-11, U. S. Census)

Home Language other than English:

32.9% (2009-11, U. S. Census)

Common Languages other than English:

Spanish, Chinese, French/
French Creole, African Languages,
Portuguese and Korean.
(2009-11, US Census)

Racial Diversity:

66.6% White
11.7% Black
15.1% Asian
6.6% Other
(2010, U.S. Census)

Hispanic Diversity:

7.6% of Residents w/Hispanic
Background (2010, U.S. Census)

Adult Educational Attainment:

73.3% College or Graduate Degree
9.9% Some College/Associates Degree
10.7% High School Diploma
6.1% No High School Diploma
(2009-11, US Census)

College & Graduate Students:

35,723- Enrolled in Degree Program
(includes non-residents)
(2012, CDD)

Poverty Status:

9.9% of families
14.5% of Individuals
(2009-11, US Census)

Registered Vehicles:

47,199 Vehicles
44,076 Passenger Cars
(2012, Mass. Registry of Motor Vehicles)

Housing Units:

47,291 (2010, U.S. Census)

Owner Occupied Housing:

34.6 % (2010, U.S. Census)

Median Housing Sales Price:

\$810,750 Single Family
\$775,000 Two Family
\$445,500 Condominium
(2012, CDD)

Typical Rental Price:

\$2,500 One Bedroom,
\$3,000 Two Bedroom,
\$3,200 Three Bedroom
(2013, CDD)

Median Household Income:

\$69,259 (2009-11, US Census)

Jobs:

107,853
(3rd Quarter, 2012, Mass. Executive
Office of Labor and Workforce
Development)

Average Annual Wage:

\$88,348
(3rd Quarter, 2012, Mass. Executive
Office of Labor and Workforce
Development)

Resident Unemployment Rate:

5.3%
(June 2013, Mass. Executive Office of
Labor and Workforce Development)

Major Employment Sectors:

Education, Professional & Technical
Services, Health Care & Social
Assistance, Accommodation &
Food Services, Retail Trade
(3rd Quarter, 2012, Mass. Executive
Office of Labor and Workforce
Development)

FY13 Property Tax Rate:

Residential \$8.66
Commercial \$21.50
(per \$1,000 of assessed value)

Government:

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

FY13 Annual Operating Budget:

\$488.2 million

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 & Charter Schools:

13, plus 3 charters, numerous
preschools and special education

Higher Education:

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

Libraries:

Main Library and 6 branches

Post Offices:

Central Square, Kendall Square,
Harvard Square, Inman Square,
Porter Square

Hospitals:

Cambridge Hospital, Mount
Auburn Hospital, Spaulding Hospital

Fire Protection:

8 fire stations, 276 sworn firefighters,
9 civilians

Police Protection:

1 police station, 274 sworn
officers, 37 civilians

Parks, Playgrounds & Reservations:

80

Public Golf Courses:

1 (Fresh Pond)

Public Transportation:

MBTA (subway & buses) and
commuter rail

Closest Airport:

Logan Airport (Boston)

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

Affirmative Action

Duane Brown, Director • City Hall • 617.349.4331

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

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

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

Highlights and Accomplishments

- Assisted departments with affirmative action hiring goals based on census figures and local labor market statistics.
- Monitored recruitment and hiring process for official/administrator and professional (01 and 02) positions.
- Provided assistance to department heads and managers with recruiting, screening, interviewing and hiring processes.
- Worked closely with Affirmative Action Advisory Committee.
- Collaborated with the State Human Resources Division, Cambridge Police and the Personnel departments to promote the Municipal Police Officer Examination resulting in applications from 161 Cambridge residents: 46% were from persons of color and 22% were from women, making this one of the most successful campaigns in the state.
- The Affirmative Action Officer continued attendance at diversity-focused job fairs for recruitment of City employees.
- Co-facilitated employee diversity training.

Animal Commission

Mark McCabe, Director • 344 Broadway, Cambridge • 617.349.4376

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

Highlights and Accomplishments

- Licensed 3,330 dogs; picked up 46 stray dogs (84% returned to owner, 13% adopted); issued over 112 animal quarantines and over 134 citations for violations of the Animal Control Ordinance.
- Responded to over 2,629 calls and emails regarding pet behavior problems, cruelty to animals, barking or loose dogs, injured animals, wildlife related problems, feral/stray cat problems, administrative calls, etc.
- Transported over 128 animals (including sick/injured wildlife) to the Massachusetts Society for the Prevention of Cruelty to Animals, the Animal Rescue League and the Huron Animal Hospital for medical attention, placement or humane euthanasia.
- Sponsored a low cost rabies vaccination clinic for dogs. Maintained the Helen Holland Trust Fund for an emergency relief for stray animals that need medical attention, that otherwise would have to be humanely euthanized.
- Participated in efforts to develop a working dog committee that will attempt to identify areas that could be or should not be utilized for shared space with dogs, as well as possible locations for dedicated dog parks.
- Served as a Legislative Representative for the Animal Control Officers Association of Massachusetts, actively working on establishing more uniform standards in state laws pertaining to dogs.
- Participating with Boston Mayor's Office of Emergency Management in efforts to develop emergency response protocols that provide shelter for pets during an emergency.
- Cambridge volunteered to be a location that houses a Companion Animal Mobile Equipment Trailer, with crates, a generator and enough durable goods to support up to 50 animals. This trailer, which would be shared with surrounding communities, would give the City the capability to set up temporary housing for pets near the same location as their owners.
- Animal Control Officers attended a class on laws pertaining to Service Animals. An Animal Control Officer completed the American Humane Association's course on "Disaster Sheltering for Companion Animals." Additionally, an Animal Control Officer was certified in CPR and First Aid through the City program.
- Animal Control Officers presented informational sessions on safety around wildlife and domestic animals.
- The Animal Commission procured a free service by the Harvard Mediation Program to assist in conflicts with residents regarding barking dogs.

Arts Council

Jason Weeks, Executive Director • 344 Broadway, Cambridge • 617.349.4380

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

Highlights and Accomplishments

- Secured the highly competitive state-designated title of MA Cultural District for the Central Square Cultural District (CSCD). This designation highlights the unique character and activity in this area of the city, focusing on the mix of small, funky independently-owned shops, creative start-ups and larger, well-established corporations, which are fueled and supported by existing cultural resources such as public art, resident working artists, dynamic cultural organizations, ethnic restaurants and cafes and leading educational institutions such as Cambridge College and MIT. The district designation is formally in effect for a period of five years and ties together the diverse communities that exist through a unified message emphasizing and celebrating the unique mix of art, entertainment and food in the Square.
- Engaged a third year of the Cambridge Arts Marketing Network (CAMN), a network of arts and cultural marketing professionals based in Cambridge who meet quarterly to discuss issues, trends and best practices, and develop collaborative opportunities and strategies that create positive relationships and increase overall impact of marketing efforts. The work of CAMN prompts development of creative initiatives that foster opportunities for cross-promotion, cultivate dynamic relationships with local media and identify new resources to support artists and arts and cultural organizations throughout the city. Following the success of the bimonthly, full-page advertorial entitled, *CambridgeArts*, that ran in the *Boston Metro*, CAMN presentations focused on connecting the local arts community to major publishing outlets such as WBUR, WGBH, the *Boston Herald*, the *Phoenix* and *The Boston Globe*. CAMN efforts are coordinated with an outcome of highlighting and branding Cambridge as a destination for the arts and the role of the Arts Council as the go-to resource for high quality and diverse arts events, information and experiences.
- Oversaw the second successful year of activity connected to the Cambridge Creativity Commons (CCC), a shared space for students and teachers in the Cambridge Public School District (CPSD) to engage in exploration of imaginative ideas and the creation of interdisciplinary projects during in-school and out-of-school time. CCC was created through a partnership with the Arts Council, Lesley University, Cambridge Public Schools' (CPS) Visual & Performing Art Department, Cambridge Community Foundation and the Art Institute of Boston @ Lesley University as an opportunity to focus on creative programming for students in grades 6-8 aligning with the Upper School initiative as part of the CPSD Innovation Agenda. CCC initiated and supported teaching and learning about creativity within a shared collective space offering cross-disciplinary intellectual and artistic exploration.
- Formally launched *Let the Public Play*, a demonstration playground that provides hands-on opportunities to educate the public on

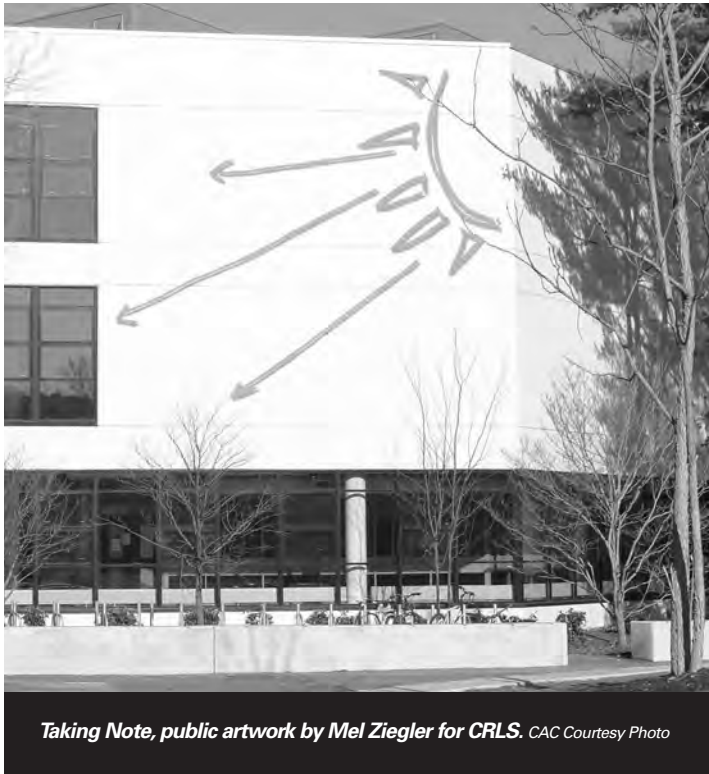


Mass. Cultural Council designated Cambridge as the second official Cultural District in the Greater Boston area recognizing its mix of independently owned businesses, creative start-ups and cultural resources such as public art, resident working artists and ethnic restaurants. CAC Courtesy Photo

recommendations of the Healthy Play & Playgrounds Task Force and promotes intergenerational play in selected City parks and open spaces. The task force, comprised of City staff, residents and outside professionals, met for two years and worked to reframe and expand the way 'play' is defined for the built environment in Cambridge. The demonstration playground investigates a variety of modes related to encouraging and supporting play at all age levels while also demonstrating the potential of artists to develop public artwork that supports this initiative.

COMMUNITY ARTS PROGRAM HIGHLIGHTS

- The 34th Cambridge River Festival (CRF) took place on Saturday, June 1, 2013 with an in-depth focus on developing intensive partnerships with Cambridge-based arts and culture organizations to populate performance stages and Interactive Art venues throughout the mile-long festival site. Key partners for staged performances included Central Square Theater, Cambridge Multicultural Arts Center, Jose Mateo Ballet Theater/Dance for World Community, TOAD/Lizard Lounge and CPS. Key collaborators for Interactive Arts venues included Cambridge Creativity Commons, Maud Morgan Arts, StoryStream Cambridge, Cambridge FolkLife, Cambridge Open Studios and the Cambridge Poet Populist. These partnerships increased CRF activity and audience and ensured that the unique character and artistic breadth of the city was reflected in all areas.
- With support from the Massachusetts Cultural Council and the City, the Arts Council distributed \$52,000 through the CAC Grant Program to fund arts programming and initiatives that benefit Cambridge residents and the cultural life of the city. CAC awarded 38 grants to individual artists and cultural organizations in the areas of Creating & Presenting, Education & Access and Field Trip Grants, the latter of which provides low-cost opportunities for Cambridge youth to attend professional artistic events in Cambridge and the greater-Boston area.
- Coordinated the fifth anniversary of Cambridge Open Studios (COS), a citywide program featuring over 200 artists and performers who open their homes and studios in city neighborhoods to exhibit their work, demonstrate the art-making process and offer the work



Taking Note, public artwork by Mel Ziegler for CRLS. CAC Courtesy Photo

for sale to the public. In partnership with local artists, arts organizations and private property owners and managers, the Arts Council worked to combine and centralize resources to increase opportunities and participation for more artists. Strategic promotional efforts aided in audience development as well as increased awareness of the City's public art collection and the character of the city's neighborhoods. A key example of this effort was the launch of 'New Art Love,' a free, web-based mobile application that promoted all participating artists through images of their work and links to their respective websites, provided mapping services to the public and links to local businesses and services available to residents and visitors.

- Continued to expand the reach and activity of the Cambridge Poet Populist Program working with Poet Populist Toni Brooks. Toni worked with youth in CPS, the Public Library, Senior Centers and a variety of local arts organizations throughout the year to develop programs related to poetry. Toni also hosted an Interactive Arts venue at the 34th Cambridge River Festival celebrating poetry, local poets and the City's rich literary history. Poet Populist goals for 2013 included continued oversight of the Cambridge Poetry Festival, serving as official host for the National Poetry Slam, and supporting new and continued local and regional traditions such as "Louder Than a Bomb" Youth Poetry Slam, the Revel's RiverSing, Cambridge River Festival and Dance for World Community. As a result of her work with CAC, Toni was offered a teaching Fellowship and later paid staff position at the City Performing Arts Center in Boston.
- Produced the 21st season of *Summer in the City* (SIC) in July and August 2012, a free, series targeting youth ages 4-11 and featuring professional, educational and artistic performances in parks and public spaces throughout the city. SIC events attracted close to 5,000 audience members over an 8-week period. Artists and performers were reflective of the cultural diversity of Cambridge

and promotional efforts included a dynamic website, brochure, newsletters, social media and a direct mailing to households with children in CPS. CAC continued to develop partnerships with local business associations to present family movies in each district promoting community engagement and encouraging patronage of locally owned businesses and services.

- Issued 380 street performer permits in accordance with the City's Sidewalk Use Ordinance, allowing buskers and street performers the opportunity to perform in and enliven city squares, parks and open spaces. In addition to providing permits, the Arts Council also hired and trained street performer monitors to provide direct oversight for performer activity and work with the performers, residents and businesses to ensure heightened communication, advocacy and overall balance relative to needs and concerns of all involved.
- Served as collaborator and/or sponsor for citywide arts events and initiatives including: Dance for World Community, Hong Kong Dragon Boat Festival, Cambridge Science Festival, DIYDS National Youth Video & Film Festival, Boston LGBT Film Festival, Boston International Latino Film Festival, Boston Palestine Film Festival and DocYard: Season 2, supporting documentary filmmakers throughout the region at the Brattle Theater. Additionally, CAC partnered with MASSCreative, Arts & Business Council of Greater Boston, the Massachusetts Cultural Council, ArtsBoston, Cambridge Community Foundation, Artists' Foundation, The Boston Foundation, Mass Grantmakers in the Arts and the Boston Dance Alliance to engage and educate leaders in the local arts community on issues pertaining to arts education, funding, marketing, new technologies and cultural planning.

PUBLIC ART PROGRAM HIGHLIGHTS

- **Cambridge Rindge & Latin High School (CRLS)/War Memorial:** Artist Mel Ziegler finalized the public art concept *Taking Note*, which was created as part of the renovation of CRLS and the War Memorial Recreation Center. The artwork includes a series of eight large-scale interior and exterior sculptures based on actual classroom notes collected from CRLS students. The goal of the project is to physically manifest the process of learning through note-taking



Summer in the City events featuring professional and artistic performances attracted 5,000 attendees over an 8-week period. CAC Courtesy Photo



CAC Gallery Exhibition: Al-Mutanabbi Street Starts Here.

CAC Courtesy Photo

and the exceptional creative educational practice that permeates the culture of the school.

- **Northeast Sector at Fresh Pond:** In spring 2013, artist Laura Baring-Gould installed *Water for All*, a public artwork at Fresh Pond consisting of two custom Bronze water fountain basins that celebrate the unique biodiversity of the Northeast Sector and advance awareness of the pond-based flora and fauna which, like humans, rely on this particular water source.
- **5 Western Avenue:** Artist Lynn Basa was commissioned to develop artwork for the renovated former Police Headquarters and new home for the Community Learning Center, MultiService Center and Cambridge Housing Authority. Lynn's research and work led to the concept for an artwork entitled, *A Long Story*, which uses stained glass patterns developed in collaboration with local glass artist Dan Maher throughout the building in the well-lit transoms that divide offices and workspaces.
- **Harvard Underpass:** Artist Dan Borelli conceived an LED lighting project entitled *Urban Chromatope*, to be installed in late summer 2013 as part of the Cambridge Street Underpass Renovation project. The artwork will result in an ever-evolving atmospheric glow of color through 185 feet of tunnel under the plaza at Harvard University.
- **Danehy Park:** Mierle Laderman Ukeles continued the development of a fifth and final phase of her artwork *Turnaround/Surround*, a multi-year project located at Danehy Park that focuses on the history and benefits of the remediation and transformation of what was once a clay pit and later a waste disposal site, into a 55-acre active use park and public amenity.

Education & Outreach

- With funding from the NEA, the Arts Council continued to facilitate Public Art Youth Council (PAYC). PAYC consists of 10-15 high

school students selected to represent the city's diverse geographic areas and serve as ambassadors for new and existing public art. Participants work under the guidance of the Arts Council's Public Art Program staff to develop events and programs designed to provide a greater level of knowledge and understanding of the role of public art and the process through which it is created. This initiative reverses the more common process where adults develop programming for teen audiences, allowing the students themselves paid opportunities to develop initiatives that promote the City's Public Art Collection and engage the community.

- Organized and implemented educational workshops and events related to the City's Public Art Collection, including a citywide bicycle tour with docent, summer programs presented in collaboration with the Mayor's Summer Youth Employment Program, public art tours in various regions of the city for Cambridge Discovery Days and a variety of artists' talks, panel discussions and public art performances in the CAC Gallery, youth and senior centers, CPL branches, after-school programs, and in various squares and open spaces in the city.

CAC Gallery

- Developed innovative programming for the CAC Gallery designed to engage audiences in the creation and presentation of public artwork. Featured exhibitions included *ROUND: Cambridge*, an interactive project created by local artist Halsey Burgund as a city-wide, site-specific sound art installation. The project engaged the general public through music and participant commentary via smart phone technology. Using the City's public art and open spaces as focus points, residents and visitors were able to participate in the project by adding their thoughts, questions and reflections to an ever-evolving composition encompassing the city.
- *Al-Mutanabbi Street Starts Here* was a three-part exhibition of 261 artist-designed books made by 260 artists from 24 countries created in response to a car bomb explosion on Al-Mutanabbi Street, the ancient street of booksellers, poets and writers, located at the literary and cultural heart of Baghdad, Iraq. The attack killed 30 people and injured scores more and the exhibition and related events bore witness to the events on Al-Mutanabbi Street and collectively reaffirmed the right to the free exchange of ideas and culture in public space. Related events included film screenings, poetry readings, facilitated conversations at opening and closing receptions, book-making workshops for children and adults and in-depth panel discussions.

Art Conservation & Maintenance

- Continued to implement a formal Art Conservation Program that provides consistent and professional care to the City's growing collection of contemporary public art. Following professional assessments of artwork in the City collection, maintenance recommendations were prioritized and carried out by the City's professional art conservation specialist along with trained conservation technicians where necessary. Sculptures and murals in need of treatment were prioritized and treated under a long-range plan and in-depth records and materials information were developed and housed in the program archives.
- The program continues to implement a nationally recognized pre-fabrication conservation review process, in which materials, techniques, predicted longevity and artists' ambitions are all considered as a means to develop comprehensive maintenance plans that aid in efforts to ensure the health and longevity of artworks in the collection and reduce short and long-term maintenance costs.

Assessing

Robert P. Reardon, Director • City Hall • 617.349.4343

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

Highlights and Accomplishments

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

descriptive information about their property along with a sketch and photograph.

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

The chart below compares FY11, FY12 and FY13 taxable value for Cambridge

| | FY11 Value(000s) | FY12Value(000s) | FY13 Value(000s) |
|--|----------------------|---------------------|---------------------|
| Existing Commercial & Industrial | \$8,282,770 | \$8,344,909 | \$8,418,628 |
| New Commercial & Industrial | 93,105 | 132,933 | 158,489 |
| TOTAL COMMERCIAL & INDUSTRIAL | \$8,375,875 | \$8,477,842 | \$8,577,117 |
| Existing Residential Property | \$14,677,293 | \$14,895,720 | \$15,429,026 |
| New Residential Property | 146,291 | 122,415 | 137,583 |
| TOTAL RESIDENTIAL PROPERTY | \$14,823,584 | \$15,018,135 | \$15,566,609 |
| Existing Personal Property | \$756,412 | \$755,778 | \$850,199 |
| New Personal Property | 203,207 | 195,202 | 220,048 |
| TOTAL PERSONAL PROPERTY | \$959,619 | \$950,980 | \$1,070,247 |
| TOTAL TAXABLE PROPERTY | \$24, 162,078 | \$24,446,955 | \$25,213,973 |

Auditing

James Monagle, Auditor • City Hall • 617.349.4240

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

Highlights and Accomplishments

- Continued to participate in Other Post Employment Benefits (OPEB) working committee to establish investment strategies of OPEB contributions and to monitor investment results.
- Met requirements of GASB Statement 40, disclosing deposit and investment risk.
- Modified the requirements of Government Accounting Standards Board (GASB) 54 for Fund Balance Reporting and Disclosure of Government Fund. The purpose of this change is to improve usefulness and understandability of government fund balance information. The classification is applied based on level of constraint placed upon use of resources.

- Prepared the City's annual financial statements entirely in-house, including the requirements of GASB Statement 34, which is available on the City's website for easy public access to the financial status of the City.
- Completed actuarial services to evaluate the liabilities of the City's worker's compensation claims. The specific objectives of this analysis were to estimate outstanding losses and expenses incurred through June 30, 2012 and to develop a preliminary projection of losses and allocated expenses to be incurred during the year beginning July 1, 2012.
- Promoted participation of vendors in electronic transfer payment option for PayMode program. This program will reduce payment and processing costs, provide a more efficient business process and support evolving demands of electronic commerce.
- Continued preparation of FY12 Comprehensive Annual Financial Report and was awarded a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Assoc.
- Coordinated requests for Accounts Payable and vendor inquiries.
- Completed Massachusetts Department of Revenue required reports.
- Provided training to departments in PeopleSoft accounting/bill paying functions.

Budget

Jeana Franconi, Director • City Hall • 617.349.4270

The Budget Office's primary responsibility is the preparation of the annual Operating and Capital budgets for submission by the City Manager to the City Council, as required by Chapter 44 of the Massachusetts General Laws. Milestones in the budget process include:

Creating the City Manager's operating and capital budget guidelines for departments;

Overseeing quarterly updates by departments of the City's benchmark system;

Reviewing proposed departmental expenditure and revenue budgets, narratives, goals and performance measures with the City Manager.

Highlights and Accomplishments

- The City received, for the 28th consecutive year, the Government Finance Officers Association Award for excellence in preparation of the FY13 Operating and Capital budgets.
- Prepared official statements, rating agency presentation documents and other related documents for bond sales. The FY13 Bond sale was held on February 19, 2013 for \$65,260,000. The City's continued AAA bond rating allowed the City to sell these bonds at the low interest rate of 2.04%.
- Continued to coordinate development of formal investment, debt service and reserve policies, which were adopted by the City Council as part of the FY13 Budget process. This coupled with existing financial management practices, has resulted in part in Standard and Poor's continued Financial Management Assessment (FMA) of the City of "Strong."
- Collaborated with Finance, Assessing and Revenue departments to publish and mail three newsletters which explain the City budget, property values and real estate taxes, and abatements and exemptions.
- Assisted in preparing the FY14 water and sewer rates that call for a 0% increase in the water rate and 4.2% increase in the sewer rate, resulting in a combined 2.9% increase.
- Provided Community Preservation Act (CPA) analyses.
- Conducted Capital and grant reconciliations, and arbitrage monitoring.
- Maintained computerized benchmark, online capital and budget development system.
- Prepared approximately 200 appropriations and transfers for City Council recommendations.
- Assisted in preparation of the financial statements, which are the basis for the Comprehensive Annual Financial Report (CAFR).

22-CityView

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

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.

Highlights and Accomplishments

- Produced a two-part series, *Man of The House: The Thomas P. "Tip" O'Neill, Jr. Centennial Discussion Series*, in conjunction with the City's year-long celebration of the 100th anniversary of "Tip" O'Neill's birth.
- Produced a series of PSA's in support of the City's celebration of the 150th anniversary of the signing of the Emancipation Proclamation.
- Developed a new series, *From The Vault*, which features archival interviews that have been restored and repurposed for broadcast. The first two programs in the series featured the late novelist and historian Alex Haley, and the former editor of the Harvard Law Review and first-time author, Barack Obama.
- Completed an aesthetic overhaul of our *Behind The Pages* set, increased production of the program and featured a number of nationally recognized authors, including Brad Meltzer, Meredith Goldstein and Hank Phillippi Ryan.
- Produced a series of "how-to" instructional videos, in conjunction with the City's Inspectional Services Department, that provide guidance on the City's online permitting process.

City Clerk

Donna P. Lopez, City Clerk • City Hall • 617.349.4260

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

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

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

Highlights and Accomplishments

• Vital Statistics (2012 calendar year):

| | |
|--|-------|
| Cambridge residents – births in Cambridge | 505 |
| Non-residents – births in Cambridge | 3,139 |
| Cambridge residents – births outside Cambridge | 729 |
| Marriages recorded | 1,192 |
| Deaths recorded | 932 |
| Domestic partnerships recorded | 142 |

- Managed the City Council Agenda, which consisted of 2,323 items for calendar year 2012, and published the permanent bound record of the 2010 City Council proceedings.
- Anticipate participating with the Registry of Vital Statistics in the next phase to put deaths on the VIP System.
- Continuation of archival quality copies of City Ordinances and First Publications copied and bound.
- Provided staff support for 17 City Council committees.
- Began Phase II "Council" vault procedure. Entered the design service phase with the use of Community Preservation Funding for the "Council" Records Room in the basement. Construction documents are being prepared.



Retired City Clerk Margaret Drury swears in Deputy City Clerk Donna Lopez as Interim City Clerk. The Cambridge City Council officially appointed Lopez as City Clerk for a 3 year term beginning, June 1, 2013 and expiring on May 31, 2016.



The City Clerk's staff assists numerous visitors, many of which still take advantage of Monday's late hours to conduct their business at City Hall.

City Council

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

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

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

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

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

Highlights and Accomplishments

- Participated in the preparation and distribution of the Mayor's Red Ribbon Commission Report on Central Square.
- Provided staff support for the 21 Days of Questions/365 Days of Action campaign to raise awareness around the issue of domestic violence.

- Provided staff support for Speaker Thomas P. "Tip" O'Neill's Centennial Celebration.
- Assisted in the preparation of an event recognizing the 150th Anniversary of the Emancipation Proclamation.
- Finalized and launched the policy for Street and Bench Dedications.

City Council Goals for FY14:

- GOAL 1: Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.
- GOAL 2: Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality array of City services.
- GOAL 3: Strengthen and support human services, public education and out of school learning in Cambridge for the benefit of residents of all ages.
- GOAL 4: Value and support the racial, socioeconomic, cultural and religious diversity of our city.
- GOAL 5: Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.
- GOAL 6: Preserve and create affordable housing for low, moderate and middle-income families and other residents across the city.
- GOAL 7: Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.
- GOAL 8: Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.



City Council Office Staff Mary Horgan and Sandra Albano.



2012-13 City Council. Front row: Mayor Henrietta Davis, Councillor Minka vanBeuzekom, Vice Mayor E. Denise Simmons. Middle row: Councillors Timothy J. Toomey, Jr., Marjorie C. Decker and Craig A. Kelley. Back row: Councillors David P. Maher, Leland Cheung and Kenneth E. Reeves.

City Manager

Richard C. Rossi, City Manager; Lisa C. Peterson, Deputy City Manager • City Hall • 617.349.4300

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 coordinate 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 particular attention to the impact of budget decisions on taxpayers.

Highlights and Accomplishments

- The City retained the rare distinction of being one of approximately 37 municipalities in the United States with three Triple A ratings from the nation's three major credit rating agencies. These ratings are in conjunction with the City's sale of \$65,260 million in General Obligation bonds, which took place on February 19, 2013. The City received an interest rate of 2.04%. This low rate reflects the credit market's favorable view of Cambridge as a very secure credit, due to its strong management and financial planning, during this time of national economic upheaval and the ongoing fiscal distress of U.S. local governments. The low interest rates also enable the City to finance capital projects at significant savings to taxpayers.
- Produced a 0% increase in the water rate for FY14. This is the third year in a row that the City has produced a 0% increase in the water rate. The sewer rate will increase by 4.2%, resulting in a combined rate of 2.9%. In FY12 and FY13, the sewer rate saw a 0% increase.
- Convened public meetings of the Community Preservation Act (CPA) Committee; made formal recommendations to the City Council for additional funding for affordable housing, historic preservation and open space preservation under the CPA. With the latest appropriation for FY13 of \$9.65 million in CPA funds, the City has appropriated/reserved \$121 million in CPA funds since 2002, of which approximately \$42.1 million was derived from state matching funds.
- Worked with the Affordable Housing Trust, non-profit and private developers and the Cambridge Housing Authority, to fund the creation and preservation of 467 homeownership and rental units, with CPA funding support in FY13. Significant accomplishments included: completion of 14 new homeownership units in Wellington-Harrington, which were sold to moderate- and middle-income income homebuyers; completion of the redevelopment of 70 family-sized rental units at Lincoln Way; completion of major renovations on 103 units at the Cambridge YWCA; and completion of rehab of 122 units for low-income seniors in Riverside. Rehabilitation plans were prepared for the 50-unit Chapman Arms apartments in Harvard Square and the 32-unit Bishop Allen Apartments in Central Square, both preserved as affordable housing through non-profit purchase in FY12, while new affordable developments were proposed in both Area 4 and North Cambridge.

- Worked with an urban planning team, through a coordinated public process, to assess Kendall and Central Squares with regard to designing for the future of these areas, including streetscapes, economic development and retail mix considerations, building scale, transportation modes and connectivity between these adjacent neighborhoods. This effort led to the K2C2 Report, creating a conceptual urban design template for future development in these neighborhoods.
- Cambridge was awarded a Gold-level rating as a Bicycle Friendly Community by the League of American Bicyclists and also attained top Bike Score in the nation. Cambridge's commitment to sustainability continues to pay off through widespread recognition as one of the best places to live, work, learn and enjoy.
- FY13 marked an important milestone in the City's sustainability programs, as Cambridge is projected to meet its commitment under the Green Communities Act to reduce municipal energy use by 20% over a five year period.
- The City Manager's Office, along with the Community Development Department assisted the Mayor in the development of the Community Compact for a Sustainable Future to leverage the intellectual and entrepreneurial capacity within Cambridge to attain long-term health and livability. Working collaboratively with Harvard and MIT, we recruited major business partners to share responsibility for addressing climate change through specific actions, including collection of benchmarking data and regular reporting to the community.
- Cambridge was named a Tree City USA by the National Arbor Day Foundation for the 20th consecutive year, and named a winner of the more prestigious Growth Award for the 5th consecutive year.
- Organized the 17th Annual Danahy Park Family Day in September 2012. This event provides Cambridge residents an opportunity to enjoy free amusement rides, kites, T-shirts and food, experience the arts, learn about public safety and enjoy the outdoors at our award-winning recycled open space facility. Many City employees generously volunteered their Saturday to help make it a success.



On July 1, 2013, Richard C. Rossi was appointed City Manager and Lisa C. Peterson was appointed as Deputy City Manager. They are committed to excellence in public service and engaging with and serving the Cambridge community.

- Collaborated with the MIT Museum, Cambridge Public Schools, Cambridge Public Library, the Museum of Science and others, with support services provided by a number of City departments, in the development and production of the Seventh Annual Cambridge Science Festival, a celebration and exploration of science and technology and their impacts on our lives, which took place over 10 days in April 2013 in locations throughout Cambridge.
- Organized the Sixth Annual Fresh Pond Day in June, in conjunction with Water Department staff, to celebrate this remarkable local environmental resource, highlight the ongoing efforts to improve the Reservation lands, celebrate the many sustainable practices and outreach efforts by the Water Department and other City departments and foster expanded community awareness and enjoyment of the City's largest public open space and its state-of-the-art water treatment facility.
- The City was recognized for the 6th consecutive time by America's Promise Alliance as one of America's 100 Best Communities for Young People because of our commitment to and success in serving young people.
- The 16th Annual City Dance Party drew a record crowd of well in excess of 10,000 attendees who gathered on the closed off portion of Mass. Ave. in front of City Hall on a summer evening to dance the night away. The event attracted young and old, individuals, friends and families and served as a wonderful Cambridge community celebration.
- The City Manager's Office provided a support to various other citywide events this year, A Taste of Cambridge, the Tip O'Neill Centennial Celebration series and events pertaining to the 150th anniversary of the Emancipation Proclamation.

The City Manager's Office supported diversity efforts through the Employees Committee on Diversity and the Affirmative Action Office, both of which are funded through the Executive Department budget.

- Supported the Employees' Committee on Diversity through logistics and planning for a variety of presentations, films, lectures and cultural awareness events.
- The Affirmative Action Office collaborated with the Affirmative Action Advisory Committee, Personnel, Police and Human Services

departments, and the Commonwealth of Massachusetts, Human Resources Division to promote the Municipal Police Officer Exam. The Office sponsored an informational Open House with guest speakers from the Commonwealth's HR Division and City of Cambridge Police and Personnel Departments. In support of the City's effort to recruit a diverse pool of qualified candidates, Cambridge Police Department created a recruitment video available on YouTube through the CPD website.

- The Affirmative Action Office also provided assistance to department heads and hiring managers, addressing recruitment issues and concerns and formulating action plans to ensure diverse applicant pools for open positions. The Office also monitored recruitment campaigns and hiring processes with a particular focus on administrator and professional positions.

The Cambridge Office for Tourism (COT), which is partially funded through the City Manager's Office budget, plays a significant role in drawing attention to the many benefits of visiting, living and working in Cambridge.

- COT refined its recently revamped website, with sophisticated enhancements which enable more public interaction with the site. Interactive maps, guest blogs by a variety of reviewers, and featured business promotions combined with connectivity to social media outlets (Facebook, Twitter, Instagram and others) extend the COT's marketing reach. The Office is currently in the process of an extensive rebranding of all of its promotional collateral materials, to emphasize innovation, technology and urban revitalization, which are part of Cambridge's public identity, along with its well known cultural, arts and culinary offerings.
- COT expands Cambridge's presence through its leadership in Greater Boston tourism efforts, which offer incomparable networking opportunities. COT's Director was elected to serve on the Executive and Nominating Committees of the Greater Boston Convention and Visitors Bureau (GBCVB) Board of Directors, which enables Cambridge to have a direct impact on policy development, marketing strategies and the direction and efforts of the GBCVB.
- COT's Director worked collaboratively with Cambridge Arts Council and other agencies in facilitating the designation of Central Square as a Cultural District by the Mass. Cultural Council.



City officials held a reception and ceremony to thank public safety personnel and first responders for their outstanding work in the aftermath of the Boston Marathon bombing and manhunt.

The City Manager's Office, through its Public Information Office (PIO), keeps Cambridge citizens, City staff, businesses, institutions and the general public informed about City news through a range of outreach efforts, including the following:

- Produced two issues of the CityView newsletter, an update to residents, which is mailed to over 48,000 Cambridge households in November and May, and distributed to over 2,000 City employees.
- Produced the 2013-2014 edition of The Cambridge Life, the City's annual magazine and resource guide.
- Produced the FY12 City of Cambridge Annual Report.
- Posted information daily on the City's website, keeping content fresh and updated.

- Communicated City news and information regularly through the City's Facebook page, www.facebook.com/CambridgeMA.gov.
- Created website alerts as needed for special messages related to Snow Emergencies and Heat Advisories, Traffic impacts, etc.
- Prepared and distributed City of Cambridge news releases to local media and businesses throughout the year.
- Produced the weekly PIO Update e-mail newsletter sent to City employees.
- Participated in the planning team to design and launch a new City of Cambridge mobile website in spring 2013.
- The PIO serves on the E-Gov Project Management Team, to identify innovation initiatives that support the City's business needs, and the longer term objective to set a strategy for technology innovation in the City, with guidance from the E-Gov Executive Committee.
- Assisted City departments as needed on internal and external promotional efforts related to their events, programs and services.

MAJOR CAPITAL PROJECTS

New Home for Community Learning Center, Multi-Service Center and Cambridge Housing Authority

Worked in partnership with the Cambridge Housing Authority (CHA) on construction management of the rehabilitation of the Old Police Station on Western Avenue, also constructed through the Construction Management at Risk process, which included space for the Community Learning Center and the Multi Service Center. This project involved CHA relocating their offices, under a long-term lease, in exchange for their significant contribution to the rehabilitation of the facility. A grand opening celebration was held in June 2013 and a dedication ceremony to name the building The Alice K. Wolf Center was planned for September 2013.

Martin Luther King Elementary School Renovations

The City broke ground on the Dr. Martin Luther King, Jr. Elementary School, and the first in the elementary schools rehabilitation plan. The school will include an energy efficient NET ZERO design and will contain all new facilities and equipment for its classrooms, library, auditorium, gymnasium, community rooms, new outdoor play space and improved parking. Construction completion is anticipated in summer 2015.

Sewer and Stormwater Update

Public Works oversees the Sewer and Stormwater management program with an \$86 million capital budget. Over two decades of major investment in sewer and stormwater infrastructure and maintenance has had a significant positive impact on improving water quality, improving sewer and stormwater levels of service, and reducing sewer backups. In the Agassiz/Mid Cambridge Neighborhood, Public Works completed construction on two major sewer/ stormwater projects. The first of these projects upgraded sewer and stormwater infrastructure on Forest Street, Frost Street (from Prentiss Street to Forest Street) and Oxford Street (Garfield Street to the Somerville line). The second of these projects included the construction of a large stormwater storage tank on Hovey Street, and associated sewer and stormwater infrastructure on Myrtle and Magnolia Avenues in order to reduce neighborhood flooding.

Roadway Reconstruction and Improvements Update

Public Works also managed \$21 million in street and sidewalk improvement contracts at locations identified in the *Five Year Sidewalk and Street Reconstruction Plan*. The *Five Year Plan* is updated annually in close coordination with the City's Commission for Persons with Disabilities, and emphasizes the City's commitment to a "complete streets" program, through which streets are designed for all users – pedestrians, cyclists, bus riders, drivers and residents. The *Five Year Plan* prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location. The updated plan includes more sidewalk locations as well as the reconstruction of missing ramps on major arterials. In FY13, the condition of every street and sidewalk in the city was re-evaluated through the Pavement Management System and the Sidewalk Condition Survey, which will provide a basis for prioritizing future improvements. Completed major roadway and sidewalk improvements, including: Bent Street (First Street to Second Street), Chauncy Street (Massachusetts Avenue to Garden Street), Davis Street (Harvard Street to Broadway), Forest Street (Massachusetts Avenue to Somerville Line), Frost Street (Forest Street to Prentiss Street), Lopez Street (Spring Street to Park Avenue), Moore Street (Harvard Street to Broadway), Oxford Street (Beacon Street to Garfield Street), and Spring Street (Fulkerson Street to Third Street).

Cambridgeport Parks (Alberico, Fulmore, David Nunes/ Old Morse Parks)

Construction of these three neighborhood parks is scheduled to be completed in summer 2013.



Congratulations to the 2013 Outstanding City Employee Award Recipients. Pictured (l to r): Dan Riviello, Director of Communications & Media Relations, Cambridge Police Dept.; Evelyn Kantor Lugo, Police Officer, Cambridge Police Dept.; John Nollet, Database Administrator, Information Technology Dept.; Cliff Cook, Project Planner, Community Development Dept.; Martha Flynn, Assistant Commissioner, Inspectional Services Dept.; Annette Rodibaugh, Operations Manager, Dept. of Public Works; Calvin Lindsay, Director, 22-CityView; and Saed Ali, Heavy MEOII/Laborer, Dept. of Public Works. Back row: City Manager Robert W. Healy, Deputy City Manager Richard C. Rossi and Mayor Henrietta Davis.

Community Development

Brian P. Murphy, Assistant City Manager for Community Development • 344 Broadway, Cambridge • 617.349.4600

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.

Through its four divisions, CDD applies an interdisciplinary approach and works with the City's many stakeholders to perpetuate a healthy urban environment by:

- Creating and preserving affordable rental and ownership housing;
- Developing and implementing initiatives to protect the environment, address issues of climate change and preparedness, and institutionalize sustainable practices in municipal operations and in the broader community;
- Conducting neighborhood-focused and comprehensive planning efforts, and multidisciplinary review of large projects;
- Strengthening the vitality of the city's commercial districts and public spaces;
- Attracting and retaining businesses of all sizes and providing education and direct technical assistance to the business/nonprofit community;
- Enhancing neighborhood parks and playgrounds, and working to provide a variety of open space/recreational opportunities; and
- Planning transportation infrastructure and other initiatives that enhance safety, encourage walking, cycling and public transportation, and support the City's vehicle trip reduction goals.

Highlights and Accomplishments

- Worked with the Cambridge Affordable Housing Trust, non-profit and private owners, tenants and the Cambridge Housing Authority (CHA) on preservation and creation of more than 460 affordable units throughout the city, including completion of renovations at the YWCA and Cambridge Court Apartments, and redevelopment of Lincoln Way and the historic Windsor Street Church. Developed preservation plan for 94 units of affordable senior housing at Putnam Square Apartments.
- Worked with the Climate Protection Action Committee, interdepartmental steering committee and consultant team to begin comprehensive assessment of Cambridge's vulnerability to climate change in terms of impacts on people, infrastructure, public health and the economy. The assessment, which will be guided by technical experts and incorporate public input, will serve as the foundation for a climate change preparedness plan for Cambridge.
- Launched the online Cambridge Solar Tool to provide technical and financial information to help building owners evaluate feasibility of rooftop solar photovoltaic (PV) systems and take steps toward installation. Its ground-breaking features have been noted by *Fast Company*, *Tree Hugger*, *Atlantic Cities* and *TED*, with *Smithsonian Magazine* calling it "the most accurate solar map in the United States."
- Awarded Gold-level rating as a Bicycle Friendly Community by the League of American Bicyclists and attained top Bike Score in nation. Cambridge's commitment to sustainability continues to pay off through widespread recognition as one of the best places to live, work, learn and enjoy.
- Completed Kendall Square/Central Square Planning Study (K2C2) working with the respective advisory committees and broader community. The resulting vision for the squares, and the connecting Osborn Triangle, builds upon the nature of the area as a nexus for the local and regional science, technology, innovation and cultural/creative economy. The plan encourages transit-oriented mixed-use; additional housing, particularly for middle-income residents; attraction of startup companies and local retail to energize the area; and active ground floor programming to create a pleasant walking/biking environment. Recommendations focus on sustainability of future development at the individual building and neighborhood scale through enhanced green building standards, reduced and shared parking requirements, and programs to reduce driving. Completed work on Forest City Enterprises and MIT rezoning, consistent with study recommendations.



By making it easy to bike and walk throughout the city, Cambridge scores high for quality of life and economic vitality.



Comprehensive redevelopment of CHA's Lincoln Way is now complete.

Community Development Page 2 of CDD

- Initiated Eastern Cambridge/Kendall Square Open Space Planning Study, working with consultants, the Cambridge Redevelopment Authority (CRA), and a stakeholder advisory committee to establish an integrated plan for new and existing open spaces in the area. The process will reflect the K2C2 vision of a network of well connected, managed and programmed parks and open spaces.
- Conducted design review of development projects citywide, including residential projects in Alewife area and new mixed use building in North Point development that will provide a key pedestrian connection to the MBTA Orange Line through the North Point site. Project review includes adherence to green building standards and infrastructure and transportation demand management initiatives to reduce the impacts of new development. Construction under way comprises major commercial projects totaling more than 2 million sq. ft. and 1880 residential units.
- Rolled out social media presence on Twitter and Facebook to broaden community engagement. Developed outreach programs to improve access to information, extend interaction with the public and offer a range of opportunities to connect.

DIVISION OVERVIEWS AND HIGHLIGHTS

Housing Division

The Housing Division develops policies and programs to create and preserve affordable housing in Cambridge. The Division works closely with the Cambridge Affordable Housing Trust, which oversees the majority of City funds for affordable housing programs. In FY13, the Trust was supported with a \$7.72 million allocation of funds under the Community Preservation Act (CPA). More than \$119 million in City funds have been committed since 1995, resulting in over 3,300 affordable units of housing. These resources, combined with Federal CDBG and HOME funds, are used to create and preserve housing that is affordable to low, moderate, and middle-income households and leverage additional funds from other public and private sources.

The Division works in a variety of ways to meet the housing needs of residents and provide opportunities to access both affordable rental and homeownership units. It offers education, counseling and financial assistance for first-time homebuyers, and low-interest home improvement loans and technical assistance for homeowners. The City further supports affordable housing production through planning and zoning policies, such as the inclusionary and incentive

zoning programs. The Housing Division ensures long-term affordability through deed restrictions on City-assisted affordable units.

- Worked with community partners to assist 467 affordable units under development with CPA funds in FY13. Significant accomplishments include completing 14 affordable homeownership units in Wellington-Harrington, which were sold to moderate- and middle-income homebuyers; completing redevelopment of 70 affordable rental units at Lincoln Way; completing renovations to 103 units at the Cambridge YWCA; and completing rehab of 122 units for low-income seniors in Riverside. Prepared rehab plans for Chapman Arms (Harvard Square) and Bishop Allen Apartments (Central Square), which were both preserved in FY12.
- Completed sale of 25 affordable homeownership units to first-time buyers. Through City programs and with assistance from staff, more than 150 families have become homeowners in the past 5 years.
- Worked with private developers through Inclusionary Housing Program to create more than 175 new affordable rental and first-time homebuyer units throughout the city.
- Assisted more than 32 households with home improvement loan programs, helping to make necessary improvements more affordable and stabilize housing costs for low and moderate-income residents.
- Educated over 580 residents about home buying and ownership at monthly workshops and special classes, and provided one-on-one counseling to more than 130 individuals, increasing access to homeownership opportunities for Cambridge residents.
- Participated in community events to provide housing program information and conducted monthly sessions throughout Cambridge to discuss the application process for affordable units available through the Housing Division. Made 75 affordable units available to applicants this year and received over 450 applications for units through City programs.
- Supported skills training for 125 out-of-school youths enrolled in the YouthBuild Just-A-Start AmeriCorps Program.

Community Planning Division

The Community Planning Division provides planning and design services in the areas of zoning, urban design, neighborhood planning, parks and open space, demographic data, geographic information and graphics. This work includes conducting citywide and neighborhood planning studies, renovating and developing parks and open space, reviewing the design of large development projects and providing information and technical assistance to residents, property owners, developers and neighborhood groups. The Division also works with other City departments on planning and design of municipal construction projects to ensure high quality and cost-effective results. The Community Planning Division works through inclusive community processes to shape projects that respond to the needs of Cambridge residents, now and into the future.

- Completed renovation of Alberico, David Nunes (Old Morse) and Fulmore parks in Cambridgeport. Simultaneous redesign of these neighborhood-focused parks provided the opportunity to create spaces for play and community gathering in a networked context and offer a range of activities for users of all ages and physical abilities. Initiated site design planning for Hurley Park renovation and plaza enhancements at the intersections of Bishop Allen & Main and Elm & Hampshire, using newly available Community Preservation Act Open Space funds. Consistent with Charles River planning study recommendations regarding riverfront access and experience, worked with DCR, community and other City staff on initiatives to



Major renovations were completed this year at the YWCA in Central Square.

Community Development Page 3 of CDD



Renovation of three Cambridgeport parks resulted in new recreation opportunities for all ages and abilities.

activate the riverfront and improve neighborhood connections to the Charles.

- Completed work with the neighborhood, Planning Board and City Council to implement new zoning, resulting from the North Massachusetts Avenue Corridor Study. Completed work with Agassiz/Neighborhood Nine residents to create a streetscape masterplan for Massachusetts Avenue between Porter and Harvard and establish a replicable “demonstration block” reflecting the plan’s recommendations for improvements to support the safety, walkability and vitality of the Avenue.
- Working with the Mayor and the Department of Human Service Programs (DHSP), completed final report, outreach and survey following the work of the Silver Ribbon Commission on Aging and its recommendations regarding housing options for seniors. This effort constitutes a first step toward initiatives to ensure that Cambridge continues to be a place where people of all ages can thrive.
- Performed ongoing analysis of demographic and market data to inform City departments and the public of significant local/regional trends and support the design and delivery of high-value services. Worked on interdivisional and interdepartmental teams to implement new technology tools to streamline City operations and advance service and outreach goals.

Economic Development Division

The Economic Development Division (EDD) provides support to the city’s business community through a range of programs and initiatives, with the goal of maintaining a thriving and diverse economic climate. Given a changing economy, EDD targets City resources towards activities encouraging the growth of new businesses, strengthening local independent businesses, and attracting and retaining large businesses such as those in Cambridge’s life science and technology clusters.

- The Façade Improvement Program provided matching grants for 12 commercial storefronts and architectural design services to 10 additional businesses. At its 2013 Preservation Awards Program, the Cambridge Historical Commission granted certificates of merit to the façades at Curious George Bookstore, Puritan & Company and Giulia restaurants.
- Presented 3 Best Retail Practices workshops to a total of 44 businesses and provided 10 matching grants to participants

for interior and marketing improvements. Recent program participants reported a 25% increase in average sales after receiving in-store consultations and grants. Offered direct assistance and business development workshops on finance, management and online business, assisting over 150 existing and potential Cambridge entrepreneurs.

- Assisted Cambridge business associations and neighborhood groups to support the well-being of each commercial district. In FY13, EDD staff supported the successful application for Central Square’s selection as a state-designated Cultural District and helped develop recommendations for the enhancement and growth of Central Square. EDD also spearheaded the Porter Square Customer Intercept Survey to inform retail planning efforts in that thriving commercial area, and conducted the Cambridge Innovation Survey to better understand the needs of local startups.
- The arrival of companies including Era7 Bioinformatics, Alacrita, Algeta US and Cambridge Consulting grew from the City’s participation in BIO International 2012 conference. New co-share spaces at Workbar, Cambridge Innovation Center and LabCentral will support the growth of innovation startups. Life science and technology expansion in



The Riverfront Mobile Food program helps to activate Cambridge’s most inviting open spaces.



Puritan & Company was one of three façade program participants awarded certificates of merit for historic preservation.

Community Development Page 4 of CDD

Cambridge continues with the opening of the new Johnson & Johnson Innovation Center, the Center for Human Genetics and Nuance, among others. Attended BIO International 2013 and met with 30 existing and potential companies considering facilities in Cambridge.

- Supported Just-A-Start's Cambridge Biomedical Careers program to enable nine Cambridge residents to upgrade skills in preparation for jobs in this local growth sector.
- Worked with interdepartmental team to expand seasonal Riverfront Mobile Food Program to site 9 vendors at Riverbend and North Point parks on weekends. The program helps to activate public open spaces, broadens access to freshly prepared food and encourages creative food service businesses in Cambridge. With Food and Fitness Policy Council, created the Healthy Markets Program, which provides resources and technical assistance to independent corner store owners wanting to offer fresh, healthy products to their customers. Pires Market (Cambridge Street) and Newtowne Variety (Windsor Street) were pilot participants.

Environmental and Transportation Planning Division

The Environmental and Transportation Planning Division undertakes initiatives to promote energy efficiency, renewable energy, sustainable transportation and other measures to meet the City's climate goals. The Division also plans transportation infrastructure projects in Cambridge with an emphasis on pedestrian and bicycle facilities, traffic calming and transit access, while incorporating other environmental components such as storm water management improvements, energy efficient lighting and streetscape amenities. Division staff are active in regional planning efforts to represent Cambridge interests in improved mobility and accommodation of all modes of transportation.

The Environmental and Transportation Planning Division works collaboratively to facilitate sound economic growth while minimizing accompanying environmental impacts. It reviews development proposals to ensure that neighborhoods are protected and appropriate mitigation measures implemented, and it supports administration of the City's Parking and Transportation Demand Management Ordinance (PTDM), applying vehicle trip reduction measures to improve safety and reduce congestion and pollution.

The Division works to educate and involve the public in adopting and expanding sustainable practices as well as in shaping the design of infrastructure projects. Its Cambridge Energy Alliance (CEA) component builds grassroots-level connections to the City's broader Climate Action initiatives by helping people with energy efficiency and renewable energy choices in their everyday lives and in their homes.

- Assisted the Mayor in development of the Community Compact for a Sustainable Future to leverage the intellectual and entrepreneurial capacity within Cambridge to attain long-term health and livability. With Harvard and MIT, recruited major business partners to share responsibility for addressing climate change through specific actions, including collection of benchmarking data and regular reporting to the community. Co-sponsored summer youth intern team preparing for future jobs in green economy.
- Selected for Massachusetts Department of Energy Resources (DOER) Sunshot Grant Program to broaden access to solar energy by reducing associated "soft costs" (e.g. permitting, zoning). Developed permitting checklist, multifamily installation guide and analysis for community-shared PV systems. Hosted/attended over 60 community events to provide energy efficiency and renewable energy information; facilitated installation of 9 residential solar hot



Cambridge's online Solar Tool helps evaluate feasibility of PV installation on individual buildings, as has been done at this Cambridgeport residential property.

water systems through CEA rebate initiative. Planned development of building energy use disclosure ordinance to support improved climate benchmarking.

- Led interdepartmental community process to redesign Huron Avenue and incorporate traffic calming measures in conjunction with sewer separation activity in the area. Completed design for Cambridge Common project to meet Massachusetts Department of Transportation (DOT) requirements for bidding and FY14 construction. Completed traffic calming design for Second Street and Longfellow Road and provided design oversight for traffic calming construction in the Locke Street area and at Scott/Irving intersection.
- With Traffic, Parking & Transportation Department, conducted analysis and effectively advocated to maintain bike lanes on the BU Bridge. Worked with state to acquire majority of Watertown Branch rail line and bring the portion that runs through Fresh Pond Reservation under City control. Represented City interests in regional projects including the Green Line Extension, Grand Junction Corridor, McGrath/O'Brien Highway and MBTA service planning.
- Established Transit Advisory Committee to advance agenda for a robust public transportation system serving Cambridge. The committee will guide City positions and policies for sustainable transit funding, MBTA service reliability and improvements, and design for a street network to prioritize bus transit.
- Worked with community partners and funders to add Hubway bike-share stations in key locations. Expanded bicycle parking program to include bicycle parking stalls throughout the city; installed 65 artist-designed bike racks at Cambridge schools and 120 standard racks on public sidewalks.
- Transitioned CitySmart pilot into a permanent citywide program to encourage residents to switch from driving to walking, biking or transit. Partnered with MIT researchers on data analysis for City PTDM program, which now regulates approximately 8.7 million square feet of development and 16,700 parking spaces. Engaged hundreds of City employees in sustainable transportation activities such as guided walks, biking workshops and bike safety check-ups.

Conservation Commission

Jennifer LeTourneau, Director • 344 Broadway, Cambridge • 617.349.4680



New Riverside Press Park Community Garden. Photo by Taha Jennings.

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

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

In addition to administering the Conservation Commission, the Director serves on the Fresh Pond Advisory Board, the Open Space Committee, the ABC Stormwater Flooding Board, the Food and Fitness Policy Council and coordinates Open Space Community Preservation Act funds and the Community Gardens Program.

Highlights and Accomplishments

- Worked with City departments, businesses, developers and other groups in Cambridge to fulfill statutory requirements under the Massachusetts Wetlands Protection Act through holding public

meetings and hearings, issuing permits, monitoring construction activities and issuing certificates of compliance. In addition, the Director provided training to new and existing members of the Commission. As of January 2013, the Director issued 13 Conservation Commission permits and also maintained oversight and compliance with all active projects including, but not limited to, all state bridges under construction as part of the Accelerated Bridge Program. The Director participated in wetland identification trainings offered by the Massachusetts Association of Conservation Commissions (MACC).

- As part of administering the Cambridge Community Garden program, informational materials were distributed to interested residents and City staff. The Director maintains a database of all garden plot applications. In addition, the Director coordinated the upgrade of existing gardens to include closed composting systems and at least one ADA compliant raised garden bed. The Director is continuing to work with the City Manager's Office, the City Council and City departments to create approximately 40 new garden plots and to promote all urban gardening opportunities. Currently, 3 community garden projects, that are being evaluated for feasibility, have been proposed for FY14.
- The Arlington-Belmont-Cambridge (ABC) Flooding Board continued to collect, distribute and analyze data associated with the Alewife Sub-Watershed. The Board successfully advocated for the dredging of Blair Pond; the area will be open to the public this spring. The state legislature is in the process of extending the joint powers agreement between the 3 communities.
- As a member of the Food and Fitness Policy Committee, the Director gathered and shared information on urban agriculture in Cambridge. The consensus of the group is to advocate for increased urban agriculture opportunities.
- As a member of the Fresh Pond Advisory Board (FPAB), the Director participated in the implementation of the Fresh Pond Master Plan including, but not limited to, contract administration, public outreach and volunteer opportunities. Currently, 6 projects are being administrated including the Glacken Slope Stabilization Project, the Circulation and Access Project, the Drainage and Expansion of the Parkway Garden, Shared Use Public Engagement Process, Signage Project and Golf Course Drainage Project.
- Served on the City of Cambridge Open Space Committee with representatives from the City Manager's Office, Community Development, Recreation, Commission for Persons with Disabilities, Public Works, Arts Council, School and Electrical Departments. The purpose of this Committee is to guide open space projects and develop open lines of communication between City departments.
- The Commission Director coordinated and presented the accomplishments associated with the Open Space Preservation component of the Community Preservation Act (CPA), as well as presenting FY13 fundable projects. In addition, the Commission Director updates the state CPA database annually.
- Contributed to efforts by federal and state regulatory agencies and local watershed groups to improve water quality in the Charles River and Alewife Brook watersheds. This is the fourth year that the Director was appointed to represent the City of Cambridge on the EPA's Mystic River Watershed Municipal Sub-Committee.

Consumers' Council

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

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.

Highlights and Accomplishments

- Created a new website designed to help educate the community about cable television in the City of Cambridge. The website features a brief explanation of the cable franchising process, lists

current cable subscription rates and channel line-ups as well as any updates from providers that may directly impact residents' service.

- Introduced a new consumer education initiative surrounding the growing use of prepaid debit cards in the marketplace, mainly working with service providers in helping them understand how such a card can benefit the unbanked and under-banked population. The program is also designed to help educate consumers about the dangers and scams associated with prepaid card usage.
- Continued to partner with Federal Trade Commission, Office of Consumer Affairs and Business Regulation and the U.S. Postal Inspector's Office to provide free public document shredding for residents in order to promote awareness about identity theft.

Election Commission

Tanya Ford, Executive Director • 51 Inman St., Cambridge • 617.349.4361

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

Highlights and Accomplishments

- Conducted the September 6, 2012 State Primary (14.9% turnout) and the November 6, 2012 State/Presidential Election (73.1% turnout). Processed 13,465 voter registrations during the months of September and October. Processed 5,626 absentee ballots, including 579 received by email, 1,568 over the counter and 74 by fax for the Presidential Election. Provided service to hundreds of individuals per day over the counter, by email and phone leading up to the Presidential Election.
- Successfully adhered to the provisions of the Military and Overseas Voter Empowerment Act (MOVE), which applies to voters covered under the Uniformed and Overseas Citizens Absentee Voting Act (UOCAVA). Hand-counted 895 UOCAVA ballots for the November 6, 2012, State/Presidential Election.
- Conducted the April 30, 2013 Special State Primary for Senator in Congress (20.3% turnout), the May 28, 2013 Special State Primary for Representative in General Court Eighth Suffolk District (10.8% turnout) and the June 25, 2013 Special Election in a professional, efficient and fair manner.
- Administered and enforced the City of Cambridge Ethics Ordinance and year-end Campaign and Political Finance Reporting for School Committee candidates and political committees. Posted reports on the City website.

- Utilized website to provide updated information to Cambridge residents on elections, candidates, ballot questions, absentee ballot procedures, voter registration deadlines and the Annual City Census. Began working with the ITD to develop an online voter registration search database.
- Conducted voter registration sessions at the Hoops N' Health event, Mayfair, Cambridge River Festival, City Dance Party, Danehy Park Family Day and local universities (Harvard, Lesley and MIT).
- Conducted 2013 Annual City Census by mailing census forms to over 48,000 households, including residents of multi-unit dwellings (9 or more units).



State Primary Election Tabulation Center September 6, 2012.

Electrical

Stephen J. Lenkauskas, Acting City Electrician • 250 Fresh Pond Pkwy., Cambridge • 617.349.4925

The Electrical Department oversees street lighting and the City's Fire Alarm System, to allow fire reporting directly from the public and for those buildings whose automated fire alarm systems signal directly to the Fire Department. The department provides electrical maintenance and construction services to all City departments, municipal buildings and parks. 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.

Highlights and Accomplishments

- Continued to monitor and evaluate new LED street lighting on Rindge Ave. from Sherman St. to Alewife Brook Parkway for a pilot study to review how well the streetlights perform as related to color, light levels, light trespass onto private property, dark sky issues, energy savings, maintenance and the perception of abutters.

- Continued servicing streetlights, patrolling areas for broken lights and responding to resident calls about malfunctions.
- Extended City Fiber Network to improve regional operability of the citywide public safety radio system.
- Installed holiday lighting on street trees and temporary trees; assisted with installation of lighted banners in Harvard and Central Squares and assisted with improvements to holiday lighting in Harvard, Kendall and Mass. Ave. from Harvard Square to Porter Square.
- Installed decorative LED roadway and pedestrian scale lighting in the Kendall Square area on Broadway from Third St. to Ames St.
- Completed the renovation of Alberico Park, David Nunes (Old Morse) Park, and Fulmore Park. This renovation included the installation of LED pole top fixtures and emergency call boxes.
- Participated with DOER in a year-end opportunity, in cooperation with NSTAR/WMECO, National Grid and Philips Lighting to replace over 3,400 fluorescent lamps at City Hall Annex, Walter J. Sullivan Purification Facility and The Robert W. Healy Public Safety Building in an effort to reduce energy consumption.

Emergency Communications

Paula Snow, Acting Director • 125 Sixth St., Cambridge • 617.349.6911

The Emergency Communications Department operates the City's Combined Emergency Communications and 911 Center (ECC) located at the Robert W. Healy Public Safety Facility. The Center received over 50,000 911 and other emergency calls and alarms in the year and managed the coordinated dispatch of police, fire, emergency medical service (EMS) and other resources. ECC staff also handled over 165,000 non-emergency calls regarding quality-of-life issues related to noise, traffic, lost property and after-hours City information. The department also coordinates many public safety IT functions and assists with oversight of the City's radio systems.

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

Highlights and Accomplishments

- Dispatched to over 115,000 police, fire and EMS incidents in the city.
- Assisted in many activities related to the shooting of MIT Officer Sean Collier and the apprehension of the Marathon Bombing suspects. Continued to increase readiness for handling other terrorist-sponsored attacks occurring in or near the city.

Coordinated projects to install a high speed, dedicated Boston-area public safety fiber and wireless network (PSnet) to support police, EMS and fire operations during disasters.

- Managed the Cambridge-side field dispatch operations for Fourth of July and Head-of-the-Charles events.
- Completed planning and began equipping of a backup Cambridge 911 center location and coordinated an effort to assure continued City operations during large-scale power outages.
- Received grants totaling over \$370,000 from the state 911 Department's Public Safety Answering Point (PSAP) Training and Support Grant programs and provided over 600 hours of additional training in fire, police and other 911 dispatch topics for 35 operational staff.
- Supported over 30 computerized systems, including the CodeRed Emergency Notification system.
- Worked with the Police and IT departments to use social media for citizen awareness, including implementing a Twitter feed of key public safety incidents.
- Increased mentorship among staff, promoted cross training, and engaged in positive public outreach and improved employee recognition.

Finance

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

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

Administration

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

Revenue Collection/Treasury

Michele Kincaid, Director

The Revenue Division is responsible for collecting and recording all of the City's revenues in a timely and accurate manner and for providing a high level of customer service to taxpayers requesting assistance. During the course of a year, the Division processes approximately \$435 million in receipts and issues approximately 185,000 bills and notices. Our goal for the current year continues to be to raise customer awareness of the City's schedule for mailing tax bills, property values, taxes, abatements and exemptions through distribution of three newsletters, notices on the City's website and 22-CityView.

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

Payroll is primarily responsible for the timely weekly payment of approximately 5,000 employees. Payroll is also responsible for paying federal, state and Medicare withholdings, health and life insurance, deferred compensation, retirement, MBTA pass purchases, and administering garnishments and attachments to employees' wages. At year-end, Payroll prepares and distributes approximately 6,000 IRS Form W-2s and 600 IRS Form 1099s.

Highlights and Accomplishments

- Administration, Budget, Assessing and Revenue departments collaborated to publish and mail three newsletters on the City budget, property values and real estate taxes, and abatements and exemptions to businesses and residents.
- Approximately 74.9% of residential taxpayers saw a reduction, no increase or an increase of less than \$100 in their FY13 property tax bill.
- Responsible for preparation of water and sewer rate analysis and projections, and for preparing the City Manager's recommendation to the City Council, which resulted in a 0% increase in the water/sewer rates in FY13 for the second consecutive year.
- Continued serving on the E-Gov Project Team, to identify innovation initiatives to support the City's business needs, and the longer term objective to set a strategy for technology innovation in the City, with guidance from the E-Gov Executive Committee.
- Implemented and completed the banking services transition from Citizens Bank to Century Bank with minimal interruption to daily processes. The Finance staff successfully trained departmental fiscal personnel on new easy deposit procedures and developed a step-by-step manual.
- All Finance divisions successfully implemented the PeopleSoft 9.1 upgrade to the FSCM module. Also, the Assessing and Revenue divisions successfully upgraded the MUNIS Revenue Collection System to version 9.2, in a timely and efficient manner.
- The Other Post Employment Benefits (OPEB) Steering Committee recommended that the City Manager accept Chapter 279 of Acts of 2008 which provides for the establishment of the OPEB Liability Trust Fund.
- Continuing to collaborate with IT and Auditing departments to create standards for online credit card payments and to develop a review process for expanding City programs accepting credit card payments. Implemented online credit card and ACH payments for Real Estate and Personnel Property tax payments.
- Issued \$65.2 million in General Obligation Bonds to finance such capital projects as the Sewer Reconstruction Projects, Roadway Improvements in Kendall Square and Improvements to the Harvard Square Tunnel, Building and Open Space Improvements, Elementary School Renovations and Street and Sidewalk Reconstruction. The City's AAA bond rating allowed the City to sell these bonds at the low interest rate of 2.04%.
- Published the Comprehensive Annual Financial Report, which received the Government Finance Officers Award for Excellence in Financial Reporting for the 25th consecutive year.



Recipients and City officials at the 2013 City Scholarship Awards Ceremony. Photo By IniTomeu.

Fire

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



Firefighters attempt to shut down gas valve during high pressure gas leak in Kendall Square. This incident required significant evacuations in the area.

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.

Staffed by 276 sworn members and 9 civilian members, the department consists of 2 Line Divisions and 5 Staff Divisions. Line companies, including Engines, Ladders, Squads, the Rescue and Division Chiefs, operate from 8 fire houses. Several Staff Divisions provide important support. These include Fire Prevention Division, Training Division, Technical Services Division, Emergency Preparedness and Coordination, and Administrative Services.

Highlights and Accomplishments

- In FY13, approximately 13,058 emergency incidents generated 30,197 emergency responses. There were 82 building fires, 822 inside fires, 967 fires of all categories, 207 hazardous materials incidents and 5,805 emergency medical incidents. Major fires included 2 Third-Alarm Fires, 3 Second-Alarm Fires and 4 Working Fires. There were also 60 carbon monoxide contamination incidents.
- Battled and controlled several major fires. Notable fires included a fire on August 23, 2012 at 95 Columbia Street at 3:34 a.m. The large, three-story building had significant fire showing on the front when firefighters arrived and residents were evacuated. Three alarms were transmitted to contain this fire from spreading in the densely built neighborhood. Firefighters were assisted by police officers in ensuring all residents safely evacuated. Two alarms were transmitted for a fire in an occupied three family dwelling at 294-296 Columbia Street on November 13, 2012, just after midnight. Upon arrival, firefighters encountered heavy fire showing from the third floor. In the early morning hours of May 1, 2013, two alarms were transmitted for a fire in a one-story "Taxpayer" block at 15-17 Central Square. Quick work by firefighters prevented the fire from spreading throughout the block of businesses.
- Began the process of hiring 16 new firefighters. Requisition was made to the Human Resources Department of the Commonwealth

of Massachusetts for a list of names of eligible candidates. A lengthy screening and background investigation process was conducted. Eight firefighters were hired on June 2, 2013. All of these candidates already possessed Firefighter I/II Certification. Following a two-week orientation, they were assigned to fire companies on June 16, 2013. Eight other recruit firefighters will be appointed in mid October. Following training at Massachusetts Firefighting Academy and certification to the level of Firefighter I/II, they will be assigned to fire suppression companies.

- The Insurance Services Office through its Public Protection Program has continued to give the Cambridge Fire Department a Class 1 designation, the highest rating a fire department can receive. The Class 1 designation reflects the City's ability to contain and control fires. Of more than 37,000 fire departments in the U.S., only 57 are currently classified as Class 1. Cambridge is the only department in Massachusetts to be rated Class 1.
- Delivery is expected in July of a new 105 foot Aerial Ladder Truck and a 1250 GPM pumper. The apparatus are being built at Pierce Manufacturing in Appleton, Wisconsin. Both pieces will be stationed at the Lafayette Square Firehouse.
- Ongoing maintenance and repairs by the Public Construction crew have continued at all firehouses. This has included painting, plastering, carpentry and replacement of windows. These ongoing repairs to the Fire Department infrastructure, some of which is over 100 years old, will improve the professional work environment and generate energy savings. Five of eight fire houses were built to house horse-drawn apparatus.
- Renovations are almost complete at the Inman Square Firehouse. The original stairway from Floor 1 to 2 has been repaired and two new bathrooms have been installed.
- Participated in multi-agency mass decontamination drills with Cambridge Health Alliance and Mount Auburn Hospital.
- Continued Fire Company Technical Rescue training, which included Trench Rescue, Rope Rescue and Structural Collapse Rescue at sites throughout the metro Cambridge/Boston area.
- All suppression members participated in live-fire training at the Boston Fire Department Training Facility at Moon Island. This enabled all members to engage in real-time live fire exercises.
- Continued the ongoing changes to radio systems, frequencies and repeaters to improve radio communications for all City agencies and reduce interference with private cell-phone and direct-connect communication devices.
- Took delivery of a new 30 foot Viking Marine Unit Fire Rescue Boat. After extensive training for members of the Cambridge Fire Department, the boat was placed in service and has been utilized on the Charles River for many events.
- The Dive Rescue Team performed inspection and maintenance of submerged aeration system piping at Fresh Pond Reservoir for the Water Department. This operation continued for several days and saved the City the expense of hiring commercial divers.

- The Technical Services section continues to work on the new P25 radio system conversion. The new system is operational and many City departments have already migrated onto the state-of-the-art digital system. Tech Services will complete the conversion in the coming months and then focus on continued maintenance of the system while working with our interop partners in the State and surrounding communities.

Fire Suppression

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

Suppression members perform fire prevention and safety field inspections, and smoke and carbon monoxide detector installation compliance inspections. They take part in neighborhood walks, give fire station tours to school and community groups, participate in community events, and provide for maintenance and care of fire houses. Regularly scheduled programs of hydrant inspection and testing, water flow testing, hose testing, and apparatus and equipment testing and maintenance are performed by suppression units. During winter weather, fire companies clear snow and ice from hydrants in their respective neighborhoods.

Fire Prevention Division

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

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



Firefighters practice immobilizing a patient on a long-board to prevent further spinal damage during EMS training.

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

Training Division

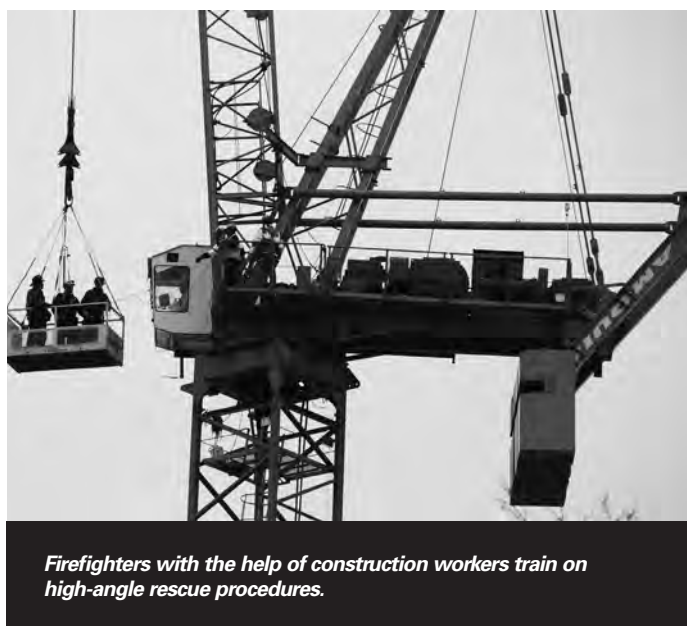
The Training Division strives to build the capacity of the entire Fire Department to quickly, efficiently and safely resolve emergency situations. The basic training concept is to give instructions in individual firefighting and medical skills to our members that can then blend together to create company level capabilities. These company level capabilities then work in a general department-wide framework to fulfill the overall mission of protecting life and property in the city. This problem solving command structure allows for a response system that works well in our diverse urban setting.

Training builds from a base of fire suppression, emergency medical care and technical rescue, along with various other necessary and supplementary skills. These skills could range from training with specific gear and tools of the Fire Service to advanced first responder medical equipment to specific chemical protective clothing.

With the arrival of eight new firefighters in the last month, the training cycle renews again. These members are eager to serve the City of Cambridge, eager to learn, eager to be the next generation of "problem solvers" for the CFD.

EPAC (Emergency Preparedness and Coordination)

Emergency Preparedness and Coordination (EPAC) incorporates the duties of the Local Emergency Planning Committee (LEPC) Coordinator as well as broadened responsibilities with regard to emergency planning throughout the city. The Cambridge LEPC is fully MEMA certified. In 2010, the **Cambridge Emergency Management Agency** became a unit of EPAC and CEMA's responsibilities have been absorbed by the EPAC office. The EPAC Office performs many functions integral to the successful emergency planning and response objectives of the City of Cambridge:



Firefighters with the help of construction workers train on high-angle rescue procedures.

- Coordinates inter-agency planning and response to hazardous material/terrorism incidents.
- Responsible for coordinating and updating the eCEMP (Electronic Comprehensive Emergency Management Plan) and RMS (Resource Management System) for the City of Cambridge.
- Provides assistance for residents and businesses affected by fires, floods and other emergencies which may occur in the city.
- Conducts periodic compliance inspections of laboratory/research facilities.
- Investigates all hazardous material releases in the city.
- Works closely with Cambridge Public Health officials on emergency planning and response coordination.
- Serves as the Public Relations/Public Information Officer of the Cambridge Fire Department.
- Oversees the SAFE, Student Awareness of Fire Education program.

Technical Services

The Technical Service Division (TSD) is responsible for purchasing and maintaining the fire apparatus and equipment that are the necessary tools for the members of the Cambridge Fire Department. The TSD is also responsible for the operations of eight fire houses. This includes the internal systems as well as the exterior envelope of the building. The TSD provides IT to department members and is part of a Public Safety IT Team that manages all of the computers, servers and other IT equipment.

The TSD procures, maintains and calibrates the various sampling devices and meters used by the Fire Department Hazardous Materials Team. These devices can be used to detect substances that range from carbon-monoxide and natural gas to gaseous, liquid and particulate weapons of mass destruction.



Firefighter Steven Kelley assists Firefighter Silvio Estrada with his SCBA as he prepares to make entry at a "suspicious powder call" at Harvard Law School.

GLBT Commission

John Gintell/Aren Stone, Co-Chairs • GLBT@cambridgema.gov

The Gay, Lesbian, Bisexual and Transgender (GLBT) Commission was formed after a GLBT Town Meeting in 2004 and began meeting in 2005. Enacted officially by City Ordinance in 2007, its 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.

Highlights and Accomplishments

- Distributed information at community events, including Danehy Park Family Day, Boston LGBT Film Festival, MayFair, Boston's Youth Pride and Cambridge River Festival.
- Collaborated with the Mayor's Office on the City's 23rd Annual Gay Pride Brunch in June. Presented the third annual Bayard Rustin Service Award to the Rev. Irene Monroe; Presented Recognition Awards to Cambridge Police Superintendent Chris Burke and the Gay & Lesbian Advocates & Defenders (GLAD) with Lee Swislow, Executive Director accepting. Presented the Rose Lipkin Award to CRLS student Maia Holloway.
- Sponsored a film screening and panel discussion, with the Cambridge Peace Commission, of *Brother Outsider: The Life of Bayard Rustin*. Rustin was the key organizer of the 1963 March on Washington and a Gay African-American peace, labor and civil rights activist.
- Continued to work with the Human Services Department to assess their policies and practices and recommend actions with respect to GLBT Seniors in housing and medical facilities and with respect to GLBT youth in youth programs. Co-sponsored, with the Council on Aging, an LGBT Senior Information Fair.
- Commenced work to support Youth on Fire, a drop-in shelter in Cambridge for homeless youths, a significant percentage of who are GLBT.
- Continued to work with Cambridge Police Department. New CPD recruits, Fire Department personnel, some EMTs, Harvard and MIT police received training on working with the GLBT population.
- Co-sponsored, with MassEquality and other organizations, the Boston-area rally on the grounds of Cambridge City Hall after the Supreme Court Rulings on DOMA and Proposition 8.

Historical Commission

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

The Cambridge Historical Commission (CHC) is the City's historic preservation agency and seeks to preserve the integrity and diversity of Cambridge's built environment. More than 3,000 buildings are protected in two historic and four neighborhood conservation districts (NCD), each overseen by a volunteer board; 37 City landmarks and 42 individual properties with preservation restrictions are also protected. The CHC reviews demolition applications for all buildings over 50 years old and may delay demolition of preferably preserved significant buildings for a limited time to seek preservation alternatives. In FY13, the CHC reviewed over 450 applications for work at designated properties and 35 applications to demolish buildings over 50 years old.

The staff actively supports homeowners, developers and local institutions with technical advice on preservation issues, sustainable building practices, and historic paint colors. The Commission also oversees the restoration of historic public sites, the maintenance of City monuments and statues and the installation of historic markers. Each year, the Commission's Preservation Awards honor outstanding historic preservation projects. Since FY02, the CHC has contributed to neighborhood revitalization through the administration of preservation grants funded by the Community Preservation Act (CPA). In FY13, grants to low- and moderate-income owners and affordable housing agencies helped preserve the historic character of eight residences; nine non-profit organizations were assisted in the restoration of their significant structures. Grants also support the restoration of City-owned properties and landscapes.

The CHC fosters a sense of community through its architectural and oral history publications, lectures and walking tours, its public archive on the social and architectural history of Cambridge and a robust online presence. Over 400 researchers visited the repository in FY13; greater online accessibility to collection finding aids led to increased telephone and email inquiries. In FY13, staff presented 32 programs to over 1,500 children and adults.

Highlights and Accomplishments

- Conducted design review and compliance of several large projects in protected districts throughout Cambridge, including 6 Longfellow Park and the Cambridge Street overpass (Old Cambridge Historic District); 56 Brattle Street, Cambridge Center for Adult Education (Harvard Square NCD); 37 Lancaster Street and 23 Bellevue Avenue (Avon Hill NCD); 50 Highland Avenue, 102-104 Inman and 31-33 Fayette Streets (Mid Cambridge NCD); and 983-986 Memorial Drive (Half Crown/Marsh NCD).
- Compiled 5-year status report on consolidation of separate Half Crown and Marsh NCDs to create one regulatory body, Half Crown/Marsh. Both the public and commission members responded positively to the report, which noted that two-thirds of all cases are processed administratively and without the need for a public hearing.
- Conducted 42 historic paint color consultations, including restoration of the original exterior colors at the 1910 YWCA (7 Temple Street) and historic Colonial Revival colors for the Blacksmith House (Cambridge Center for Adult Education, 56 Brattle Street). *This Old House*, a broadcast on WGBH, filmed an education segment with the CHC on choosing historic paint colors.
- Supported historic preservation projects with grants from CPA funds, including exterior restoration of eight affordable housing projects (\$200,400); and projects involving City-owned historic structures and landscapes, including restoration of the intake structure at Fresh Pond (\$10,000); repair of window sills (\$195,000) and woodwork (\$40,000) at City Hall; and rehabilitation of the Cpl. Burns Shelter (\$21,000). Also funded ongoing projects for the City Clerk (\$70,000, vault) and City Engineer (\$15,000, digitization) and for development of an updated historic marker prototype (\$40,000). Institutional grants included exterior restoration of 9 Waterhouse Street (Mercy Corps, \$30,000), 134 Norfolk Street (St. Mary's Church, \$50,000), and 1418 Cambridge Street (First United Presbyterian Church, \$15,000).
- Approved as City landmarks by the City Council: Arthur Astor Carey House at 28 Fayerweather Street (1882), an early, influential example of Colonial Revival style, and Garrett Birkhoff House at 45 Fayerweather Street (1940), designed by Walter Bogner, an architect and Harvard professor who contributed substantially to the emergence of modern architecture; and St. Francis of Assisi Church at 315 Cambridge Street (built 1868; remodeled 1938). Initiated a study of Grace Methodist Church at 56 Magazine Street, an exuberant Queen Anne building with decorative multi-story gables, Gothic pointed arches and windows, and a soaring 117 feet corner tower and belfry.
- Completed in-house editing of 110 interviews for the Area 4 oral history project, *We are the Port*. Wrote a neighborhood history, author's introduction, and image captions, and collected and arranged historic and family photographs and maps. Professional editor began to edit manuscript for submission to printer for design and publication (late 2013).
- Conducted training seminars for members of the CHC and NCDs, including presentations on due process, conflict of interest, deportment at public meetings, defensible decision making and architectural design review.
- Coordinated with ISD, IT and GIS to launch online permitting system. Continued transition of website to new web platform.
- Archivists processed and created finding aids for collections including: Harry Havelock Hanson Collection, comprising late-19th century pocket diaries belonging to a Cambridge Street railway employee, and George "Tubber" White Collection, early 20th century photographs and materials about a local sports star, including a history of semi-pro baseball in Cambridge. An archives intern from Simmon's School of Library & Information Science processed papers donated by the family of a Cambridge veteran.
- Organized and participated in the following city-wide programs:
 - ♦ **July:** *Open Archives*, offered with the Cambridge Historical Society, Longfellow House-Washington's HQ National Historic Site, Mount Auburn Cemetery and Harvard repositories. Thirty visitors received behind-the-scenes tours of each archive and were introduced to special collections on the theme Famous & Infamous.
 - ♦ **August:** *Cambridge Discovery Days*, two Saturdays of free walking tours and events led entirely by volunteers. Walks highlighted modern architecture in the oldest part of the city; the life of the bicycle-riding local street railway man, Harry Hanson, based on his own diaries; Tip O'Neill's North Cambridge; and the history of an ancient powder magazine on the Charles River.
 - ♦ **October:** *Cambridgeport History Day* highlighted the War of 1812 in Cambridgeport with a special walking tour,

Historical Commission

Page 2 of Historical Commission



Aliza Leventhal (right), an archives intern from Simmons College of Library and Information Science, discusses the career of the late Cambridge architect William Galvin during the Open Archives event in June 2013.

installation of commemorative 1812 streets signs, publication of a new booklet and costumed re-enactors; staff assisted property owners with house research for “*If this house could talk*.” At Mount Auburn Cemetery a staff member and cemetery docent led a tour exploring the lives and work of “*The Bees*,” teenage girls originally self-organized to sew clothing and bandages for Civil War soldiers.

- ♦ **November:** A re-enactor portrayed *Clara Barton* at the Cambridge Public Library, while local history organizations displayed photos and other materials from their collections on the Civil War in Cambridge.
- ♦ **March:** Co-sponsored *International Women's Day* event about women in non-traditional careers.
- ♦ **June:** Open Archives on the theme, Spaces: Sacred & Profane, brought 30 visitors to the CHC.

Human Rights Commission

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

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, including school-age children, 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.

Highlights and Accomplishments

- In collaboration with the Office of the Attorney General, secured a judgment of nearly \$55,000 against parties accused of engaging in discriminatory housing practices in two cases handled by the Commission. The judgment included a \$10,000 civil penalty payable to the City and nearly \$35,000 in damages awarded to the complainants.
- Collaborated with the Department of Human Services' Community Engagement Team (CET) to survey more than 100 members of eight different immigrant and minority communities to learn about individual's awareness of their rights under Cambridge Human Rights and Fair Housing Ordinances with regard to discrimination, and their awareness about other City services available to them. The report from this survey will be used to tailor future outreach efforts to these communities.
- Ongoing collaboration with external agencies, including the Boston Fair Housing Commission, the Massachusetts Office of the Attorney General, the Massachusetts Commission Against Discrimination and the U.S. Department of Housing and Urban Development, to review best practices and share relevant information beneficial to all agencies.
- Ongoing collaboration with City departments, including the CET, Community Learning Center, Consumer's Council, Commission for Persons with Disabilities and Veteran's Services, to increase awareness of the Commission's function among those who work with residents who might benefit from the Commission's services.
- Updated the Commission's Rules of Procedure.
- Created an internal database of all housing and public accommodation cases.
- Continued outreach efforts that include a user-friendly website and brochures available in multiple languages.
- Continued implementing mediation as a component of the Commission's enforcement mission.
- Produced an annual newsletter consisting of news of the Commission and updates on anti-discrimination efforts, which is widely distributed to community organizations, City employees and other persons interested in civil rights issues.
- Organized the City's annual Fair Housing Month Celebration. Cambridge students in grades six through eight participated in an annual poster contest which culminated in an awards ceremony in April. Cambridge Trust Co., Cambridge Savings Bank, East Cambridge Savings Bank and several local businesses donated prizes and awards for the students. The ceremony's keynote address was given by Julian T. Tynes, Chairman of the Massachusetts Commission Against Discrimination.

Human Services

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

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

DHSP services provided directly to the community include:

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

In addition, the department brings non-profit and community-based organizations together for planning, coordination and technical assistance, funding many of these agencies through service contracts. During the past year, the department continued implementation of an inclusion initiative to enhance the capacity of all DHSP Out of School Time Programs to serve children with disabilities in inclusive environments along with their typical peers. The department provided staffing and leadership for major community collaborations, such as the Agenda for Children and Baby U, a parenting program modeled after the Harlem Children's Zone Baby College. The department continues to promote its online comprehensive resource guide, www.CambridgeSomervilleResourceGuide.org, to enhance accessibility of services to residents.



Community Learning Center students in front of the quilt they made for their new home.

Highlights and Accomplishments

- Served 49,600 meals and snacks at 26 sites during the 2012 Summer Food Service Program serving meals in 5 parks and 21 summer camps.
- Provided another Baby U parenting program in Area IV to 35 low-income parents, helping them to enhance their parenting skills and connecting them to community services to better promote their children's physical, emotional and educational development. Supported 100 program graduates with ongoing parent education and support.
- Through the King Open Extended Day Program, provided over 120 children with a linked school day and after-school experience that supports the developmental needs of each child and promotes learning and academic engagement.
- Fostered community by providing support to community celebrations, including Area IV Community Pride Day, Hoops "N" Health, Community Gospel Celebration, Arts in the Park events and Danehy Park Family Day.
- Progress was made in enhancing the capacity to serve children with disabilities in inclusive environments through extensive staff training, on-site coaching, more communication to families about inclusion efforts and strengthened linkages with schools.
- Collaborated with the Police Department to conduct door-to-door outreach campaigns in six housing developments, reaching over 2,000 households with information for families.
- The Mayor's Summer Youth Employment Program collaborated with Cambridge Savings Bank to offer financial education workshops to 150 teens, focusing on budgeting, savings, credit smarts and fraud smarts.
- The City was recognized for the 6th consecutive time by America's Promise Alliance as one of America's 100 Best Communities for Young People because of our commitment to and success in serving young people.

DIVISION OVERVIEWS AND ACCOMPLISHMENTS

Office of Workforce Development

The Office of Workforce Development (OWD) is charged with expanding employment and training opportunities for Cambridge youth and adults. It does so by developing partnerships with employers, community-based organizations, schools and post-secondary educational institutions. The Office operates numerous programs that increase employability of residents and provides access to information on employment, training and youth development opportunities. OWD coordinates local teen serving agencies to share resources and encourage collaboration, and sponsors professional development opportunities for frontline staff.

- Served over 300 adult residents through the Cambridge Employment Program, offering career counseling, job search assistance, and referral to education and training.
- Successfully implemented the 9th and 10th cycles of *Cambridge Works*, a transitional employment program for adults ages 18-35 with major barriers to employment, providing them with a temporary City job, intensive case management, soft skills development and job search assistance to help them find unsubsidized employment after program completion.

Human Services

Page 2 of Human Services

- Operated an internship program for older teens with Harvard University's clerical union and offered two cycles of an intensive six-week career exploration program.
- Through the Mayor's Summer Youth Employment Program, served 951 youth providing them with summer jobs that helped increase their skills and future employability by expanding career/college readiness activities.
- Working in collaboration with City and community-based program staff, developed framework to document the 21st Century skills that teens develop through participation in out of school time programs.

Planning & Development

The Planning & Development Division manages numerous grants to Cambridge human service providers, as well as programs operated directly by the City. This includes federal funds from several sources and City tax dollars. Based on information gathered throughout the year and input from the Human Services Commission, the City endeavors to direct resources to areas of greatest need. Staff also work with other municipal and community agencies on various planning initiatives, including overseeing local homelessness Continuum of Care, which brings to the City and non-profit agencies approximately \$3.3 million HUD dollars annually to support homelessness services.

- Planning staff assisted in formal and informal community needs and resources assessment activities, working with the Commission on Human Service Programs, staff from other divisions and other local groups.
- In an effort to improve access to services, the Division promotes www.CambridgeSomervilleResourceGuide.org, the online Human Services Information and Referral Database.
- Provided technical assistance to local programs seeking funding from many sources, and coordinated allocation and disbursement of more than \$3.8 million dollars in federal, state and other grants that flow through the Division to community agencies for youth and family services, violence prevention, homelessness services, food pantry services and programs for elders and persons with disabilities.

Multi-Service Center for the Homeless

From its new location at 362 Green St., the Multi-Service Center, The Multi-Service Center (MSC) serves the homeless and those at risk of homelessness through direct casework and referrals for personal and financial counseling, mental health services and substance abuse services. The Center also provides transitional SRO housing for men, in partnership with the YMCA. As a component of its case management activities, financial assistance from several sources is available on a limited basis to stabilize families and individuals at risk of losing housing and to help homeless people move into housing. The MSC operates the federally funded Emergency Solutions Grant Program, providing case management and financial and legal assistance for tenants who face loss of their housing or those who have already become homeless. DHSP-staffed programs are complemented by services provided on-site by Heading Home, Inc., Eliot Community Human Services, North Charles, Shelter Legal Services, CASCAP Representative Payee Services and Greater Boston Legal Services. Haitian Services provides case management and services to persons who have resettled here from Haiti.

- Placed 123 families and individuals in permanent housing.
- Helped 140 individuals maintain their current housing.



Preteens from the Gately Youth Center art class showing off their handiwork.

- Helped 184 families maintain their current housing.

Cambridge Prevention Coalition

The Cambridge Prevention Coalition provides substance abuse prevention services to youth and parents and implements programs to decrease youth access to alcohol, to discourage youth marijuana use and help prevent opioid overdoses.

- The Coalition receives funding to develop a community mobilization effort to reduce youth access to alcohol by helping to change community norms around providing alcohol to underage youth.
- The Coalition's Reality Check social marketing campaign, *Parent Like You Mean It!*, reached out to parents of middle school youth to encourage talking with kids about alcohol and effective limit setting. Posters were placed in subway trains and buses, and parenting tips have also gone out through a website, a Facebook Group and texting or e-mailing.
- The Coalition continued to promote *OPEN*, the Overdose Prevention and Education Network, a program to prevent fatal and non-fatal opioid overdoses, utilizing risk reduction strategies.

Commission for Persons with Disabilities

The Commission for Persons with Disabilities promotes equal opportunity for people with disabilities (PWD) in all aspects of Cambridge community life. We strive to combat discrimination against PWD and work to eliminate barriers that limit full inclusion by PWD. We also work to ensure compliance with the Americans with Disabilities Act (ADA), both within City government and throughout the Cambridge private sector. The Commission publishes a bimonthly newsletter, *AccessLetter*, containing news and information for PWD.

- Provided over 200 technical assistance and training sessions to City departments and over 240 such sessions to private sector entities.
- Responded to over 1,450 requests for information and referral from the public.
- Continued to administer several programs for Cambridge PWD, including *Disability Reframed: A Community Film Series*, the Temporary Disability Parking Permit program, the Taxi Discount Coupon program and the Recycling/Trash Exemption program.

CAMBRIDGE OPEN STUDIOS

Artists throughout Cambridge open their doors to the public for the fifth annual city-wide Cambridge Open Studios (COS) during two weekends in May. Meet local artists and discover unique paintings, jewelry, fiber arts, ceramics, film, mixed-media, literary works, and more!

*Photos courtesy of
Cambridge Arts Council.*



Photos courtesy of Cambridge Arts Council.



CAMBRIDGE RIVER FESTIVAL

Thousands of Cambridge residents and visitors gathered on the riverfront in June to enjoy live music, visual arts, theatrical and dance performances, arts and crafts and international foods.



DANCE PARTY & DANEHY PARK FAMILY DAY

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

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



Human Services

Page 3 of Human Services

The Kids' Council

The Kids' Council, officially known as the Coordinating Council for Children, Youth and Families was created in 1991. It is chaired by the Mayor, and its members include residents, elected officials, department heads, community and non-profit leaders, business, early childhood, philanthropic, university and youth representatives. The Council is dedicated to developing policy and program recommendations aimed at improving the quality of life for children, youth and families in the City of Cambridge. In order to have the greatest impact on children in Cambridge, the Kids' Council identified "Family Engagement" as a top priority. It developed recommendations and agreed to leverage its resources to enhance the capacity of the Community Engagement Team (CET) as one of our community's most vital resources in reaching families at risk of being alienated from opportunities and supportive services in Cambridge.

The Youth Involvement Subcommittee (YIS) is the youth civic engagement component of the Kids' Council, and is comprised of a diverse group of youth ages 14-18. The YIS works on projects related to the Kids' Council's goals. This year, the YIS members worked with middle school students and their families to help them with the transition to high school. They also worked with the Harvard Family Research Project on family engagement issues and presented their findings to key stakeholders in Cambridge.

- YIS members represented Cambridge at the National League of Cities Conference in Washington, D.C.
- The Agenda for Children's Literacy Initiative reached over 1,400 families through a language development campaign, reading parties, parent/child events and storytelling.
- Through the Out of School Time Initiative, Cambridge has built a coordinated system of professional development and program quality improvement across all after-school programs in the city.



Tug of war at the Kennedy Longfellow Community School.

Community Schools

The Community Schools Division provides a network of neighborhood services offering educational, cultural, social and recreational opportunities for all age groups. Through 12 Community Schools, directors work with their respective councils to assess community needs and to create high quality, cost-effective programs, including after-school enrichment classes, two extended day programs with the School Department, and full-day summer and vacation camps. Community Schools run programs such as *Arts in the Park*, cultural and social family events, including children's performances in music, dance and theater. The Community Schools have enhanced their focus on science and on the environment through partnerships with the Science Club for Girls and Mad Science. Staff has participated fully in the department's effort to enhance programs' capacity to serve children with disabilities in inclusive environments.

- Over 2,000 classes were offered for children and adults along with numerous family and senior trips.
- Sponsored 45 community building events and over 70 events for families in various neighborhoods of the city.
- Offered 125 Arts in the Park events and three performances in conjunction with the Cambridge Arts Council.
- Served over 900 children through summer camps and collaborated with the School Department to provide extended day for summer school sites.
- Sponsored the 4th annual Citywide Children's Art Gallery at City Hall and the 20th annual Camp Information Fair with over 50 participating organizations.

Recreation

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



Participants in the Cambridge Program for Individuals with Special Needs performing "A Christmas Carol."

Human Services

Page 4 of Human Services



Fletcher Maynard Community School's City Explorers are excited to handle a 7 foot boa constrictor at the Library's Animal Adventure Program.

children with special needs, a school year Saturday recreation program for children and adults with special needs and several nights per week programming for young adults with special needs.

- Successfully managed the 27th Annual *CityRun* and *City Walk* road race, which attracted over 1,500 participants and raised \$25,000 in corporate and individual donations. *City Run* was named one of the top 100 road races in New England by *New England Runner* Magazine.
- Sponsored 130 youth and 70 adult recreation and swimming classes.
- Staffed City Sports Commission to enhance coordination and access to sports for all youth and provided coaches training to 240 coaches in several youth leagues and high school programs.
- Promoted "Screen on the Green" outdoor family movies and family arts performances in different neighborhoods of the city.
- In conjunction with the City's Youth Centers, provided a school year, middle school travel basketball league and summer basketball leagues for children, pre-teens and teens.

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

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

- Over 40,000 rounds of golf were played at the course.
- Sponsored a successful free weekly junior golf lesson program serving 35 youth.
- Assisted in development and implementation of various charitable golf tournaments.

Council on Aging

The Council on Aging (COA) is responsible for the provision and oversight of services to Cambridge residents age 60 and older. Its mission is to promote and safeguard the health and independence of seniors, to advocate for seniors in many areas, to arrange for necessary services and to provide meaningful social and recreational options that enhance their lives. At the Citywide Senior Center and the North

Cambridge Senior Center, seniors are provided with a variety of services, classes and events. The division also operates a Senior Shuttle that transports individuals to the Citywide Senior Center from all major housing buildings and from other locations throughout the city, Monday through Friday.

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

- Provided over 3,800 information and referral services to seniors, including playing a major role in sponsoring information sessions and assisting seniors with health insurance related issues.
- Coordinated services such as meals, transportation, counseling and referral to homemaker and other home based services, and other social, advocacy, recreational and support services for more than 500 seniors.
- The Senior Food Pantry, the only one in the area specifically serving seniors, received over 11,000 visits from financially eligible seniors. Participants visit weekly and take home fresh fruits and vegetables, meats and canned goods.



Cambridge Seniors enjoy a beautiful day on the Charles River, courtesy of the Charlesgate Yacht Club.

- Breakfast and lunch are served daily and over 23,000 individual meals were served last year.

Child Care and Family Support Services

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

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

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

- Provided quality pre-school and after-school care to 280 children daily, with approximately 50% of children receiving financial aid through the City or State.
- Preschool programs applied for Level 3, out of 4, in the State's Quality Rating Improvement System.
- Provided over 750 families with children birth to age 6 with a wide variety of programming, including 12 different weekly playgroups, newly revised fathers and mothers groups, and 10 community-building events such as family dances, field trips, etc.
- Co-sponsored with other partners, citywide events such as Family Literacy Fun Day at City Hall and Story Walks.
- Received Universal Pre-Kindergarten Grant funding from the state to support quality initiatives and professional development for pre-school staff.

Community Learning Center

The mission of the Community Learning Center (CLC) is to help adults improve their lives and increase their community participation through educational programs. The CLC provides English for Speakers of Other Languages, Adult Basic Education, and Adult Secondary Education classes and specialty programs, often funded through grants, contracts and private donations. These specialties include the Bridge to College Program; computer training and basic skills for homeless adults; computer classes for public housing residents; citizenship preparation; distance learning for ESOL students; workplace education classes; family literacy programs; and student leadership training in the areas of health, children's literacy and community outreach. All students receive educational counseling. In addition to classes, individual tutoring with trained volunteers is available. CLC students come from 70 different countries, with over 40 different native languages represented. The CLC is a partner in the Community Engagement Team, which connects Cambridge families from underserved communities to resources and activities.

- Provided adult basic education classes to more than 1,000 adults.
- Initiated a new program to prepare immigrants to enter training as nursing assistants.
- Through a collaborative workplace education program, provided ESOL and transition to college classes to employees of Cambridge Health Alliance and Spaulding Hospital Cambridge.
- Integrated job readiness, career awareness, civic education, family literacy and health education into classes.
- Assisted over 290 students in developing career and further education plans.
- At the June 2013 graduation, honored 40 students for completing the highest level of ESOL, 21 for obtaining a GED, 19 for completing a transition to college program, and 21 for becoming U.S. citizens.



Cambridge Firefighter demonstrating equipment for King Preschool students.

Youth Programs

Cambridge Youth Programs offer diverse high quality programs that promote leadership and youth development through enrichment activities, unique experiences and opportunities to develop relationships with adults and peers. The programs enable youth to thrive and feel a sense of belonging, resulting in young adults who are ready for future employment, higher education, citizenship and adult life. Programs are offered through five fully equipped youth centers located in different neighborhoods of the city. A diverse and multi-



Seniors celebrate the 'unveiling' of the herbal garden on the Senior Center's patio.

Human Services

Page 6 of Human Services

talented staff is available to provide direct service and mentorship to more than 900 youth. In the afternoons, the centers run pre-teen programs licensed through the Department of Early Care and Education and middle school programs designed to attract, support and challenge middle school youth.

Each youth center offers teen programs in the evenings. The Youth Program continued this year to strengthen teen programming through partnerships with MIT for an environmental radio program, through City Peace, a violence prevention program funded by the state, through peer to peer outreach programs and leadership development programs. During the summer, the youth centers operated four summer camps, nightly teen programming and several teen summer community service learning programs.

- Launched the Middle School Activities Club, a program of structured field trips and activities for Cambridge youth in grades 6-8 that promote pro-social experiences for middle schoolers outside of school and after school programs.
- Strengthened the collaboration with the Police Department through biweekly meetings to conference about individual youth with the Cambridge Health Alliance and partnered with Police to have officers participate daily in summer programs and in cosponsorship of a basketball league for older teens in North Cambridge.

- Continued to offer paid, work-based experiences for over 100 Cambridge teens in programs at all 5 youth centers. Programs include summer and school year options and featured, among others: City Peace, a violence prevention, youth-led project, My City My Voice, a public art/performance project and the Marijuana Education Intervention Program (MEIP), a public health initiative that uses teens to educate their peers on the risks of drug use.



Frisoli Youth Center teens practicing Yoga.

Information Technology

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

The Information Technology Department (ITD) provides centralized technology services to approximately 1,000 users from 42 departments in 40 municipal buildings. ITD maintains all enterprise-wide municipal computer applications. The largest applications include Finance, Human Resources, Computer Assisted Mass Appraisal (CAMA), the City Website and Geographical Information System (GIS). 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. These include the ability to transact business with online payment options, permit and license application services, access to City Council meeting agendas and information, property search capability and City mapping information via the GIS system.

Highlights and Accomplishments

- Worked with an outside consultant, Gartner and E-Gov Committee to develop an IT Strategic Roadmap for Information Technology. The plan will assist the E-Gov Governance body in determining funding and prioritization of current and future initiatives. Implemented new online permit system, EnerGov, for Inspectional Services allowing for online application and payment for all permits and licenses. Inspectors are also able to complete field inspections and code enforcement cases remotely using iPads.
- Completed design and setup of the new 5 Western Ave. Voice Over IP and data network.
- Upgraded system to allow streaming of City Council meetings on mobile devices and indexing of meetings.

- Upgraded streaming video function on City's homepage to allow streaming on mobile devices, such as phone or tablet (iOS and Android) and download of video and audio.
- Launched new websites for 22-CityView, Inspectional Services and Water Department.
- Enhanced iReport with new categories: un-shoveled sidewalk, traffic signal out, traffic sign missing/damaged and bike rack repair.
- Performed an Accessibility audit on website to ensure compliance with ADA policy.
- Developed Voter Registration Lookup application which enables the public to verify address, voting status (active/inactive), party affiliation and polling location.
- Developed an Emergency Communications form online to look up towed vehicle information.
- Developed new interactive maps for Community Development Department's website for parks, special permits, LEED buildings and current projects.
- Developed new interactive maps for Public Works (memorial poles) and Licensing Commission (taxi stands).
- Created a public facing Web page, "myCambridge," that can access data referenced to addresses and display a variety of information on buildings, tax records, permits, street cleaning, trash pick-up days, historical and voter information.

Inspectional Services

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

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

Administration

- Introduced an online permit program that enables the public to apply and pay for permits and view status of active permits via the web. Staff participated in development and testing of program which enhanced the process.
- Implemented use of tablet computers in the field to track the inspection process by Building, Electrical, Plumbing, Housing and Sanitary Inspectors. Information is uploaded to the Permitting Program in real time.
- Launched a more user friendly department website.

Housing/Sanitary

- Continued to strictly enforce the Dumpster Ordinance before a license is issued and to re-inspect dumpsters on an ongoing basis.
- Hosted Anti-Choking training courses to enable food service establishments to obtain required certifications.
- Participated with City departments and community agencies at group meetings on hoarding, to collaborate on ways to assist residents in cleaning and organizing their homes to make them a safer and healthier place to live.
- Participated in the Rodent Task Force to coordinate with various departments and residents to control and monitor the rodent population.

Building

- Continued to inspect multi-unit buildings to ensure safety and compliance with Massachusetts Building Code.
- Enforced Energy Code and Stretch Code during permitting process for new buildings.

Law Department

Nancy E. Glowa, City Solicitor • City Hall • 617.349.4121

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

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

Highlights and Accomplishments

- Continued representation of the City in all pending and newly filed litigation matters. Attorneys have appeared regularly in the courts and agencies of the Commonwealth and the United States for hearings on motions, including many significant dispositive motions and trials, and have briefed and argued a number of appeals. Attorneys have defended decisions of the City's Boards and Commissions, such as zoning enforcement, comprehensive permits and other decisions of the Board of Zoning Appeals, the Planning Board and the Historical Commission, and have defended challenges to the validity of various provisions of the City's Ordinances. Other substantial litigation this year included work on significant zoning, real estate, Public Works, public construction, environmental and housing cases and successful minimization of the amount of judgments and settlements in negligence cases and contracts actions.

- Continued outreach and training to various departments regarding measures to improve risk analysis and control, and provided training to various boards and commissions on their responsibilities and on laws pertaining to ethics and conflicts of interest.
- Focused significant resources on analysis, review, drafting opinions and providing advice relating to:
 - Assisting the Election Commission with elections issues;
 - Assisting with the cable television renewal license process;
 - Assisting City departments with enforcement of the Zoning Ordinance and other City ordinances;
 - Working with City departments in connection with federal and state permitting requirements, including those pertaining to the environmental impacts of development;
 - Contracting, licensing and land use issues related to major public construction, sewer and storm drain reconstruction and utility infrastructure projects;
 - Drafting legal instruments related to real estate transactions, large project development and environmental issues;
 - Drafting and reviewing new ordinances and proposed amendments to existing City Ordinances;
 - Housing matters, including preservation of long-term affordability in existing housing and development or new affordable housing;
 - Working with the Assessing and Finance Departments on real estate tax exemptions and other tax issues, and bankruptcy matters.

Library

Susan Flannery, Director • 449 Broadway, Cambridge • 617.349.4040

Library

- Checked out 1,458,167 items
- Added 46,566 new books, CDs, DVDs and other materials to the collection
- Registered 10,450 new cardholders, for a total of 68,175 cardholders, a 9% increase
- Processed 230,968 incoming and 126,380 outgoing reserves
- Offered 184,045 computer sessions
- Answered 292,468 questions, a 21% increase
- Provided 292,046 sessions with online databases for in-house and remote users
- Delivered 8,803 books to homebound seniors, senior housing, nursing homes and assisted living facilities
- Accommodated 82,604 individuals at 2,834 library programs
- Hosted 508 community events and meetings in library buildings
- Attracted 2,558,540 page views on our website, a 10% increase
- Downloaded 24,426 e-books and audio books, an 89% increase
- Almost 100% of incoming audiovisual materials and 75% of print materials were pre-processed with covers, labels and tags
- Scheduled 820 individual tutorials in reading, writing, speaking and comprehending English
- Lent e-readers 1,375 times

Highlights and Accomplishments

- It has been a busy year for the Teen Room which hosted Wii tournaments, Cinebibliotrivia, a SAT Quiz Bowl, poetry slams, drop-in book discussions for the CRLS summer reading list, a visit from the Henna Lady and an end-of-the school year Karaoke party. Teens were enthralled by the paranormal power of the *Fierce Reads* tour. *Warriors* fans came out in droves to meet author Erin Hunter; Ruta Sepetys gave a stirring presentation about her new book *Out of the Easy*; and Maggie Stiefvater transformed the Teen Room into a literacy nightclub when she spoke about *Raven Boys*. In addition to writing on their blog, the Teen Room created a *Harlem Shake* video.
- Bookshop, a monthly reading group for adolescents, merges print, social media and design as participants meet to discuss a book and then work on a related project together. Projects include creating old time radio ads, designing alternate book covers, retelling the story, making trailers and making a stop motion animated film. Results are posted on Bookshop's blog.
- To celebrate the creation of upper schools, the Library developed a summer reading program for students moving on to the new schools. Students, acting as peer readers' advisors, contributed over 350 reviews to the "us, reading" blog.
- Teen librarians visited every elementary school graduating class to talk about the Main Library Teen Room and what it can offer to students as they move on to CRLS.
- The Children's Room continues to be a popular destination for Cambridge families. With funding from the Curious George Foundation, the stairway to the Children's Room and the program rooms were transformed with images from the Curious George

books by Cambridge residents Hans and Margret Rey. The program room was named The Curious George Room and the story time room was named the Rey Room.

- Crowds of enthusiastic children armed with crayons and safety scissors made pigeon finger puppets under the direction of Caldecott honoree Mo Willems and Tom Warburton, authors of *Don't Let the Pigeon Finish This Activity Book!* Bob Shea organized our first toddler dance party when he visited to speak about his new book, *Dinosaur vs. the Library*. Adam Gidwitz and George O'Connor took hundreds of local school children to the darker side of fairy tales and Greek mythology respectively.
- In cooperation with Candlewick Press on the occasion of its 20th anniversary, the Children's Room hosted a panel discussion on the evolution and future of the picture book. Anita Silvey shared her extensive knowledge of children's literature in a discussion of her new book, *Children's Book-a-Day Almanac*.
- As part of the commemoration of the 100th anniversary of Speaker Tip O'Neill's birth, the Library presented an exhibit of artifacts from the Boston College collection and hosted three discussions with O'Neill family members, former O'Neill staff members, *Hardball's* Chris Matthews and members of the community.
- Cambridge READS, the citywide book club, selected Cambridge author Audrey Schulman's *Three Weeks in December* to celebrate its tenth year. Companion programs included a presentation by Zoo New England and a discussion of the disappearance of African wildlife courtesy of Harvard's Committee on African Studies.
- The Library celebrated Black History Month with two programs, "Screening Slavery: Reconciling History and Hollywood for Public Consumption" presented by Dr. Kellie Carter Jackson and "Hip Hop: The Lingua Franca of the World's Youth" presented by Marcyliena Morgan, both from the African and African-American Studies Department at Harvard University.



Susan O'Neill, City Councillor David Maher, Lucille Kelley and Madison Connelly celebrate the 100th anniversary of Tip O'Neill's birth.

- The digitization of Cambridge historic newspapers was featured at the International Federation of Library Associations and Institutions World Library and Information Congress in Singapore. Throughout the year, this online collection was visited 32,961 times and users crowd sourced over 27,000 lines of text.
- The Friends of the Library participated in “Wikipedia Loves Libraries” with a focus on creating entries using the Library’s archives and historical collections. Topics included City Hall, Harvard and Kendall Squares and the Minuteman Library Network.
- Forty-five Nook e-readers were added to the collection. They were pre-loaded with popular fiction and non-fiction titles and new titles are regularly added.
- Significant additions to the electronic collection include JSTOR, a collection of academic primary and secondary sources widely used by students; the Vogue Archives; African American Heritage; and Lynda, a subscription library of self-directed courses in creative, business and technical subjects.
- The Massachusetts Library Association presented the Library with public relations awards in five categories: Booklist, Brochure, Poster, Community Reading Program and Summer Reading Program.
- Cooperative relationships with organizations such as Swissnex, the Cambridge Science Festival, the Pro Arte Orchestra, Massachusetts Cultural Council, the Cambridge and Boston Symphony Orchestras, Cambridge Community Television, National Association for Mental Illness (NAMI), Grow Native Cambridge and World Book Night have generated lively and diverse programming for the Community.
- Temple Grandin, author of *The Autistic Brain: Thinking Across the Spectrum*; Zadie Smith, author of *NW*; Newbery Medal winner Neil Gaiman, author of *The Ocean at the End of the Lane*; and Pulitzer Prize winner Junot Diaz, author of *This Is How You Lose Her*, spoke about their work to capacity crowds.
- Thanks to the assistance of the Cambridge Commission on Persons with Disabilities, a Braille embosser was installed in the Information Commons.
- The “Awesome Box” project was initiated in cooperation with the Harvard Library Innovation Lab. Library users return items they think are awesome through a special return slot at the Main Library. When these items are checked in, they go to the Awesome Box webpage where other readers can find them. Titles have direct links to the Minuteman catalog.

Literacy Initiatives

- *The Horn Book*, Reach out and Read, and the Library sponsored “Fostering Lifelong Learners” a conference to explore the development of foundational language and vocabulary skills in children ages 0-5. Over 100 early childhood educators, pediatricians, librarians, child care providers, publishers and experts in children’s literature from across the country discussed research findings, shared successful implementation methods and identified challenges.
- In partnership with the Cambridge Public Schools, the Library hosted an open house for parents of incoming kindergarten students.
- Three levels of a 12-week Introductory Computer Skills class was offered in the fall and spring.



Families enjoy a picnic and stories on the lawn of the Collins Branch.

- Over 300 individuals received one-on-one assistance in preparing a resume and applying for jobs online.

Boudreau Branch

- Over 2,600 residents attended the 146 programs offered throughout the year.

Collins Branch

- Program attendance increased 10%.

Central Square Branch

- Dr. Kellie Carter Jackson, Harvard College Fellow in the African and African American Studies Department, was the featured speaker at the 38th annual commemoration of the birth of Rev. Dr. Martin Luther King, Jr.
- Drop-in homework assistance programs were held twice a week during the school year.
- Program attendance increased by 18%.



Mother and Son read together at the O’Connell Branch.

Library

Page 3 of Library

O'Connell Branch

- Dr. Amy Kwei, author of *A Concubine for the Family*, read passages from her book to a capacity crowd at the biannual neighborhood pot luck dinner.
- Circulation grew 4% and program attendance increased 14%.

O'Neill Branch

- City officials, O'Neill family members and residents unveiled a mural celebrating the life of Speaker of the House Thomas P. "Tip" O'Neill on the 100th anniversary of his birth. The mural, painted by Joshua Winer and David Fichter, is located on the exterior wall facing Yerxa Road.
- Attendance doubled at the monthly Pajama Story Hour, done in cooperation with the Center for Families and overall program attendance grew 11%.

Valente Branch

- To welcome the Cambridge Street Upper School to the neighborhood, the Library initiated a library card campaign for students in grades six through eight. Staff visited all classes to promote the Library and summer reading. All seventh grade English Language Arts classes toured the library and researched their school projects.
- Program attendance increased 8% no doubt driven by the success of: the 28th annual celebration of the Manuel Rogers, Sr. Center for

Portuguese Studies and Culture, the 3rd Fall Harvest Festival, the 1st Spring Egg Hunt, and weekly family sing-a-longs Hora de Cantar em Portugues and Hora de Cantar en Espanol offered in Portuguese and Spanish respectively.

"Thanks again for helping to provide the Cambridge community with such a wonderful place to learn and work!"

Joe Diaz



Families enjoy stories and treats at the Collins Branch Halloween party.

License Commission

Michael Gardner, Chairman; Elizabeth Lint, Executive Director • 831 Massachusetts Ave, Cambridge • 617.349.6140

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.

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

Highlights and Accomplishments

- Launched a pedicab pilot program to offer visitors and residents a green alternative mode of transportation.
- Continued to work with the Community Development Department and the Inspectional Services Department to coordinate and expand the Riverfront Mobile Food Program to include North Point.

- Promulgated new rules and regulations for dispatch operators in the taxi industry.



Despite being rescheduled twice due to inclement weather, the 11th Annual Taste of Cambridge was a great success with some 3,000 attendees enjoying food samplings from more than 100 area restaurants. Approximately \$20,000 was raised with proceeds benefitting CASPAR, Faith Kitchen, On the Rise, CHAF and Food for Free. Photo by Nick Minieri.

Mayor's Office

Henrietta Davis, Mayor • City Hall • 617.349.4321

Purpose & Overview: 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.

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. Offering the public immediate assistance with such inquiries is a priority of the Mayor and her staff.

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. The Mayor serves as the City's official receiver for visiting dignitaries and distinguished visitors.

Administration: The Mayor works in coordination with the City Council and the School Committee for such purposes of training, professional development and special events. The Mayor's Office is a hub of governmental activity in Cambridge. The Mayor, Vice-Mayor and the City Councilors work together to serve various interests within the city. It is a goal of the Mayor's Office to be responsive to the diverse range of requests it receives from the citizens of Cambridge.

Governmental Relations: The Mayor hosts numerous visiting delegates, local colleagues and officials interested in forging or growing partnerships with the Mayor's Office and the City of Cambridge. The Mayor participates in various conferences, municipal policy boards and educational boards, with the goal of ensuring her active engagement in and awareness of current issues and trends facing municipalities. The Mayor is a liaison to the Congressional and State Delegations, National League of Cities, the U.S. Conference of Mayors, the Massachusetts Municipal Association and the Massachusetts Mayors Association.

Ceremonial Functions: The Mayor's Office represents the City at ceremonial functions and hosts a variety of ceremonial and public events. The two largest events are for Cambridge seniors, one in



Mayor Davis serving Cambridge tap water in Central Square as part of the City's participation in Cambridge's PARK(ing) Day.

conjunction with Harvard University in the summer and the other in conjunction with the Massachusetts Institute of Technology in the spring. Many months of the year have special themes or events which are coordinated with or by the Mayor's Office. Many occasions celebrate the diversity of Cambridge and the rich heritage of the city.

Community Leadership: An important role that the Mayor performs is promoting unity and forging new partnerships throughout the city. Occasionally, the Mayor may appoint special commissions or task forces to examine or effectuate policy discussions around issues of concern to the citizenry. The Community Leadership Fund is used for printing, mailing and other organizational or public information expenses. Additionally, this section includes funding for the Sister Cities Program, which maintains relationships and fosters exchanges between the City of Cambridge and several cities around the world.



Harvard's President Drew Faust, MIT's President Rafael Reif, Mayor Henrietta Davis, and City Manager Robert W. Healy sign the Community Compact for a Sustainable Future, May 6, 2013.



Celebrating Food Day 2012 and the launch of the school cafeteria salad bar at the King Open School.

Peace Commission

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

The Cambridge Peace Commission promotes peace and social justice within Cambridge and in the wider world. It works to reduce violence and 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 pays special attention to violence affecting youth.

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.

Highlights and Accomplishments

Promoting community healing and responding to violence in the community by:

- In the wake of the Boston Marathon bombings: working with the Cambridge Black Pastors Association to organize a candlelight vigil on the steps of City Hall; supporting local youth in organizing the "CRLS Strong Gathering;" partnering with the Islamic Society of Boston to organize a Community Peace Walk from City Hall to their Cambridge mosque; and organizing a Community Gathering for Support and Reflection.
- Participating in the Cambridge Community Response Network (CCRN), a comprehensive city-wide outreach and response team that embraces a collaborative approach to help members of the community cope with traumatic or violent events. CCRN is composed of the Cambridge Public Health Department, Police Department, Department of Human Service Programs (DHSP), Cambridge Public Schools and the Peace Commission.
- Participating in the Domestic Violence Free Zone (DVFZ) Steering Committee for the City of Cambridge, providing strategic expertise, planning and support to produce systemic changes in City policy, guiding projects of the DVFZ and organizing the City's annual Domestic Violence Awareness Month activities.

Addressing violence and promoting peace among Cambridge youth by:

- Working with the City Peace Youth Program to design and participate in its "Reach for PEACE Basketball Tournament," increasing awareness of peace and violence prevention among youth in Cambridge through a basketball tournament and a peace fair reaching more than 100 at-risk youth in Cambridge.
- Co-facilitating a Forum on Violence and Youth with the Cambridge Police Department and the Department of Human Services' City Peace program to help all three departments in efforts to address and prevent summer violence.
- Leading the annual "Summer of Peace" initiative to promote a summer free of youth violence in Cambridge, by bringing together City staff, police, schools, clergy, youth centers, clinicians, academics and community members to identify potential sources of violence in the community, foster collaboration among agencies and share best practices.
- Having an ongoing presence at Cambridge Rindge and Latin School in support of students, faculty and staff in the wake of incidents of violence or community trauma.



Hundreds of Cambridge residents participated in a peace walk from City Hall to the Islamic Society of Boston mosque in Cambridge in the wake of the Boston Marathon bombings.

Fostering peace through building connections and community by:

- Organizing annual events that bring together hundreds of Cambridge residents and celebrate peace and diversity, including the Cambridge Peace and Justice Awards Dinner, the Martin Luther King Day Commemoration and the Holocaust Commemoration.
- Collaborating with community groups and organizations to create the North Cambridge Gathering, a neighborhood-based approach to promoting safety, fostering community and creating opportunities for neighbors to get to know each other and build relationships.

Promoting peace and justice while connecting Cambridge with the wider world by:

- Coordinating the Cambridge-Haiti Sister City Committee, and organizing an initial working delegation to assess how to leverage the academic, financial and organizational resources of Cambridge to support and expand the educational, environmental and public health work currently being carried out in the Les Cayes region of Haiti.
- Participating in an International Peace Day event with CRLS students and Kragujevac, Serbia via a real-time Internet connection featuring messages of peace, songs and exchange of experiences with youth in a city deeply affected by both World War II and the Balkan War in the 1990s.

Personnel

Sheila Keady Rawson, Director • City Hall • 617.349.4332

The Personnel Department is responsible for a variety of functions in support of City employees and retirees, including assisting other City departments with recruitment and selection, 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. The staff also interacts with City employees on a variety of individual concerns, including health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment, job bids for promotions or transfers, civil service examinations, tuition reimbursement and in-service training and staff development opportunities. The department is the collector and keeper of all the records necessary to administer employee and retiree benefit programs.

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

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

Highlights and Accomplishments

- Developed and delivered over 150 training events which were attended by more than 700 employees. Offerings included a newly designed writing curriculum, a four part performance development curriculum for managers, interviewing skill development, Myers-Briggs Type Interest facilitations to support team development, Strong Interest Inventory facilitations to support individual career development activities and citywide mandatory Conflict of Interest training.
- Enhanced skill testing process by introducing, designing and coordinating six pre-employment skill assessments to help hiring managers with their selection process. Coordinated learning plans and proctored exams for employees interested in passing up to 10 different skill proficiency tests with a success rate of over 80%.
- Deepened citywide competencies needed to prepare for evolving technological innovations by providing customized individual, team and project learning plans, offering over 40 different computer classes, and making available drop-in project assistance hours as well as individual tutoring sessions.

- Implemented new collective bargaining agreements with the Cambridge Firefighters and Teamsters Local 25 Public Works Supervisors units, thus providing for wage stability through FY15, consistent with the City's financial condition.
- Introduced a new voluntary long term disability plan for employees covered by Teamsters Local 25 collective bargaining agreements. This benefit was offered in partnership with the union and is 100% employee paid.
- Partnered with the Affirmative Action Director and Police Department to recruit a diverse pool of applicants for the 2013 entry level Police Officer exam. Particular efforts were made to maximize participation of Cambridge residents through increased use of social media to publicize the exam.
- Used online career sites, targeted professional and diversity networks, and virtual job fairs to coordinate recruitment campaigns to fill a variety of positions across several departments, including the Human Services, Community Development, Cambridge Public Library, Public Works, Information Technology and Cambridge Police Department.



Employees build computer competencies by attending beginning to advanced courses and individual tutoring sessions.

Police

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

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 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.



Office of the Commissioner

The Office of the Commissioner manages the overall operation of the Cambridge Police Department and plans for the future. Investigation of citizen complaints about police conduct and staff investigations remain the primary responsibilities of the **Professional Standards Unit**. The unit audits procedures to test the quality of service we provide.

The **Legal Advisor** assists the Commissioner with policy and analysis while keeping the department abreast of court decisions and responding to various legal inquiries. The Legal Advisor also provides training and compliance monitoring on police practices and procedures.

The **Public Information Office** provides public relations support, updates CPD news and information via the department's website and social media accounts, and acts as a liaison with outside agencies and various media outlets. Please follow @CambridgePolice on Twitter at [Twitter.com/CambridgePolice](https://twitter.com/CambridgePolice), "Like" CPD on Facebook at [Facebook.com/CambridgePolice](https://www.facebook.com/CambridgePolice), and view informational videos on YouTube at [YouTube.com/CambridgePolice](https://www.youtube.com/CambridgePolice) for news, updates and announcements.

The **Planning, Budget and Personnel Office** is primarily responsible for maintaining sound hiring practices, budget preparation, setting strategy and reinforcing our system of accountability. We continue to work to improve the quality of service to citizens, position the department to obtain long-term goals identified by various stakeholders and improve the quality of life for all who live, work, visit and study in Cambridge.

Highlights and Accomplishments

- The Cambridge Police Department became only the second police agency in the country to launch an innovative new social media program to share information with the community via automated, real-time tweets of incidents in Cambridge. Those who follow @CambridgePolice on Twitter will be informed about serious

incidents police are responding to in their city. A list of incidents that will be automatically tweeted to followers is available on the department's website at www.CambridgePolice.org.

- As the department is committed to increasing its transparency and the sharing of information with the public, the department has launched online crime maps with the help of CitizenObserver and RAIDS Online. The public can now access a map of Cambridge showing where, when and what types of crimes were reported to police. Each incident is also connected to our anonymous tip system so the public can share tips with police if they witnessed or have information about an incident. To access the crime map, visit www.CambridgePolice.org/CrimeMap.
- The "Keep Cambridge Clean" campaign was a recommendation of the Cambridge Community Safety Audit which consisted of Youth Action Researchers investigating the city using the Photovoice research method. Photovoice is a participatory action research method by which people can identify, represent and enhance their community through a specific photographic technique. The researchers' recommendation can be seen in action through signs affixed to trash receptacles in parks and across the city as part of the "Keep Cambridge Clean" campaign. More information is available at www.CambridgePolice.org/KeepCambridgeClean.
- The 11th Annual Cambridge Police Awards Ceremony was held at M.I.T. Kresge Auditorium. Notable awards were presented to Ms. Diana Kardashian (Non-Sworn Employee of the Year), Officer Eric Helberg (Specialist Officer of the Year), Detective Michael Schwartz (Detective of the Year), Lieutenant John Lang (Superior Officer of the Year) and Officer Brendan O'Hearn (Patrol Officer of the Year).
- The following officers were promoted to the rank of Sergeant: William C. Bates, Jonathan G. Cameron and Frederick T. Leung.
- The following officer was promoted to the rank of Lieutenant: John W. Boyle.
- The following officer was promoted to the rank of Deputy Superintendent: James A. DeFrancesco.



The Cambridge Police Honor Guard posting the colors before a Red Sox game at Fenway Park.

- In calendar year 2012, CPD responded to 118,774 calls for service. Of those calls for service, 3,478 resulted in Part 1 index crimes which were reported to the FBI. In 2012, serious crime in Cambridge decreased by 3% to 3,478 crimes, down 89 from the previous low of 3,567 crimes recorded in 2011. The number reported in 2012 represents the lowest total of index crimes reported to the FBI since Congress enacted the Omnibus Crime Control Act in 1968. Looking closer at the crime breakdown, there were 67 fewer property crimes reported in 2012 to register a 2% decline when compared with 2011. When gauged against the five-year weighted average, property crime was down 5% in 2012. There were 414 violent crimes in the City in 2012, 22 fewer incidents than in 2011. Compared to the five-year weighted average for violent crime in Cambridge, these types of incidents dropped 6%.

Division Overview

Operations Division

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

The **Traffic Enforcement Unit** performs specific assignments relating to truck restrictions, traffic, pedestrian and bicyclist safety and parking enforcement. Traffic Supervisors are responsible for the safety of school children at various intersections and locations throughout the city. The function of the **Community Relations Unit** is to elicit the community's participation in identifying problems and solutions. The department establishes partnerships by developing liaisons with community organizations, business groups and other community groups, with the unit now focusing on homeless, senior, business and youth outreach. These partnerships assist the department in improving practices that relate to community policing, by conveying information to the community and by transmitting concerns from citizens to the department. Neighborhood Sergeant Meetings were conducted throughout the year to address specific community concerns as they arose.

The **Tactical Operations Unit** is comprised of the Special Response Team (SRT), Tactical Patrol Force (TPF), Explosive Ordinance Unit (EOU) and Hostage Negotiation Team. The SRT is a highly trained, disciplined tactical team that can respond to any major crisis within the city. The primary role of the TPF is to respond safely to incidents of civil disobedience, which include, but are not limited to, riots, protests and any other situation where citizen unrest may result. Officers of the TPF are trained in special tactics to control and calm large crowds. The primary mission of the EOU is to ensure the safety of residents in an explosive-related incident. They are responsible for the handling, transportation and rendering safe of all explosive items within Cambridge. The Hostage Negotiation Team works closely with these tactical units to assist when there are hostages involved in an incident. Although the department has skilled officers with specialized training to combat any type of crime, the Cambridge Police Department is

committed to reducing crime through proactive crime prevention, enhanced communication and collaborative partnerships.

- The Cambridge Alert Network is a notification system aimed at sharing information with community members in an effective and timely manner via phone, text or email. The Cambridge Alert Network currently consists of three services: CodeRED, CitizenObserver and Cambridge E-Line. To learn more about these services, and to register to receive alerts, visit www.CambridgeMA.gov/AlertNetwork.
- In an effort to actively engage with members of the community, officers are assigned to each of the 13 neighborhoods in the city as part of our Neighborhood Sergeants Program. These supervisors are primarily responsible for much of the outreach and problem-solving activities in their neighborhood or sector and will hold community meetings where residents can ask questions and get updates on crime and disorder issues in their neighborhood and the city at large. More information, and pictures of the sergeants involved, can be found at www.CambridgePolice.org/NeighborhoodSergeants.
- Each year, in collaboration with other community donors, CPD assembles and distributes gift bags full of holiday treats and treasures to senior citizens in Cambridge. The goal of this program is to brighten the holidays for senior citizens feeling lonely on Christmas Eve and Christmas Day by providing them with a small gift that lets them know they are not forgotten. 2012 was the program's sixth and most successful year, and the outpouring of generosity allowed Cambridge Police to deliver nearly 500 gift bags to grateful seniors.

Support Services Division

The Support Services Division consists of the Administrative Section, Training Unit, Criminal Investigations Section, Special Investigations Unit, Detail Office and Technical Services Unit. This division is responsible for supporting daily operations of the department. The Administration Section processes and coordinates departmental support services such as Records, Off-Duty Employment (details), Property and Evidence, Court Prosecutors Office, Technical Services and the **Training/Certification Unit**. The Training/Certification Unit coordinates all training, including specialized training, for sworn and non-sworn personnel throughout the year to ensure all certifications are current. In-service training is conducted once a year.

The **Criminal Investigations Section** includes all investigative functions of the department. Detectives investigate crimes committed



Members of the Cambridge Police Department saluting their fallen comrade, MIT Officer Sean Collier.

within the city, including murder, rape, robbery, aggravated assault, burglary and felony larceny. The **Special Investigations Unit** is responsible for conducting investigations into violations of Controlled Substance laws, prostitution and gambling offenses. The **Youth and Family Services Unit** is comprised of Youth Resource Officers (YRO) who are assigned to each public school to provide daily contact for students, staff and parents as well as each youth center in the city. In addition, YROs provide crime prevention programs to students and act as a liaison with the department on safety issues. Youth Outreach Officers (YOO) engage youth in the community and programs throughout the city. Two juvenile detectives are assigned to the unit for investigation of crimes committed by youth. The **Identification Unit** is responsible for preserving and processing evidence and crime scenes. The ID Unit assists detectives in processing major crime scenes and evidence collected by officers and detectives. The unit also responds to major crime scenes to capture photographs of the scene, process the scene for fingerprints and collect physical evidence for further analysis. The **Property and Evidence Unit** is responsible for securing all properties that come into the control of the Cambridge Police Department. Once officers turn in such property, Property Office personnel retrieve it daily from the vault. Such property ranges from, evidence from a crime, prisoner's personal belongings and lost/found items. The **Crime Analysis Unit** carefully reviews all information, including crime reports, calls for service, arrest reports and notices from other agencies received by the department, looking for crime phenomena such as series, spree, hot spots and trends. Once such a problem is identified, the Unit disseminates this information to the rest of the department. Patrol and Investigative

Commanding Officers use this information to develop strategies to address any emerging or ongoing crime problems. The **Technical Services Unit** is responsible for maintaining the department's computer systems, infrastructure and radio system.

- The preservation and processing of evidence is key to police work, and the Identification Unit has greatly enhanced its abilities and tasks. By placing a renewed emphasis on the review of fingerprints taken from crime scenes, CPD is able to share information and work collaboratively with other police agencies to develop more hits. Since July 2011, the unit received 92 hits compared with a total of 19 hits during 2009 and 2010 combined.
- Several years ago, through a partnership with the Middlesex County District Attorney's Office, the Cambridge Public Health Department and the Cambridge Prevention Coalition, the Cambridge Police Department became an approved controlled substance collection site for residents of the City of Cambridge. Residents may dispose of unwanted, unused or expired medications in a 24-hour, anonymous drug drop box located on the first floor of the Robert W. Healy Public Safety Facility located 125 Sixth St., Cambridge. A sharps collection box was recently added for the safe disposal of needles and syringes. More information is available at www.CambridgePolice.org/DropBox. In addition, Cambridge Police personnel participate in DEA Drug Take-Back Days and Hazardous Waste Disposal Days in Cambridge. Since July 2012, CPD has collected nearly 4,500 medications that may have otherwise ended up being improperly disposed of, polluting our water supply or being sold illegally.

Police Review & Advisory Board

Brian Corr, Executive Secretary • 51 Inman St., Cambridge • 617.349.6155

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 to make determinations on complaints brought by individuals or police officers against the Police Department or other police officers. The Board consists of five civilians who are representative of the City's racial, social and economic composition. PRAB conducts and reviews prompt, impartial and fair investigations of complaints. 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.

Highlights and Accomplishments

- Developing and implementing an outreach effort to neighborhood organizations and community groups across the City to improve understanding of PRAB, its work and the process of filing complaints.
- Serving on the Community Engagement Team, a multi-agency collaborative that connects underserved Cambridge families to community resources and supports community agencies in working with diverse communities.

- Helping to design and participating in Police Department trainings for its officers on preventing racial profiling and on building and maintaining legitimacy with members of the public.
- Participating in a seminar on police legitimacy and procedural justice with police executives and community representatives from across Massachusetts and other New England states.
- Serving on the board of directors of the National Association for Civilian Oversight of Law Enforcement (NACOLE), increasing the City's engagement with nationwide efforts to promote and improve civilian oversight, and to enhance fair and professional law enforcement agencies which are responsive to community needs.

Public Health

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

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

Highlights and Accomplishments

Departmental Activities & Honors

- Cambridge was one of six U.S. communities awarded a Roadmaps to Health Prize from the Robert Wood Johnson Foundation.
- CPHD began planning for voluntary national accreditation, which included the launch of a comprehensive community health assessment.
- Promoted trauma and counseling resources following the Boston Marathon bombings.

Community Health and Wellness

- Nutrition staff coordinated Cambridge in Motion, which awarded mini-grants to 10 Cambridge organizations; produced *A Guide to Health, Fitness and Fun for Cambridge Kids*; piloted a Healthy Markets program; promoted food stamp use at the winter farmers market; and promoted water as the preferred beverage in schools.
- To improve access to healthy eating and physical activity, the Food and Fitness Policy Council produced a strategic "roadmap" for city and community partners, a food pantry brochure, and six public service announcements.



*City Manager Robert W. Healy and a delegation from Cambridge accept the Roadmaps to Health Prize from the Robert Wood Johnson Foundation at a ceremony in Princeton, NJ.
Photo by RWJF Foundation.*

- The Healthy Smiles program provided oral health education to 3,154 children (pre-K-4) in Cambridge schools, of whom 2,673 received a dental screening. About 20% of children screened were referred for treatment, and 3% required urgent care. Staff also provided oral health education and screenings to 410 children in 20 preschools.
- The Men's Health League served 108 men through its wellness and navigated health care programs; administered a health and fatherhood survey completed by 385 men; awarded mini-grants to five groups to promote men's health; and co-hosted the Hoops 'N' Health tournament and health fair, attended by over 1,000 people.
- Developed a model policy, implementation guidebook and two videos for workplaces on responding to employees experiencing domestic violence; helped launch the citywide "21 Days of Questions, 365 Days of Action" domestic violence awareness campaign; and co-facilitated Mental Health First Aid trainings for law enforcement personnel and residents.
- The Agenda for Children Literacy Initiative held 48 workshops for 349 participants; visited 784 new parents; co-organized Family Literacy Fun Day, attended by 1,148 people; participated in 12 community fairs; co-organized six StoryWalks; distributed over 7,000 children's books; co-organized an early literacy training series for 20 family childcare providers; with the Cambridge Library, distributed 1,200 Born-to-Read packets to families of new-borns; delivered books twice monthly to 18 family childcare providers; and offered 18 eight-week community playgroup sessions with the Center for Families. Pathways to Family Success organized 31 family literacy activities for its 15 participating families.
- During a four-year Cambridge Prevention Coalition and CPHD campaign to lower alcohol use among middle schoolers, the proportion of CPS eighth graders who reported they had ever tried alcohol declined from 31% to 27%.
- Produced public service announcements on men's health and lead testing that will air on CCTV through June 2014.

Hoops 'N' Health 2013 20 years of ballin'

The 20th annual Hoops 'N' Health sports tournament and health fair on June 15 attracted over 1,000 people to Hoyt Field in Cambridge.

Emergency Preparedness

- Staff worked with police and Cambridge Hospital on a protocol to prevent or respond to an armed intruder on CHA properties.



A PE teacher weighs a student at the Maria L. Baldwin School. The health department helps produce the health and fitness progress reports sent home annually to K-8 families. Photo by Home Front Communications.

- Staff co-organized a conference on the impact of violence on health care settings, attended by 450 people.
- A CPHD-led subcommittee of the Local Emergency Planning Committee, which focuses on health-related emergency response, expanded its membership to include primary care, long-term care, and human service programs, in addition to fire, police, EMS and hospitals.
- Region 4b staff, based at CPHD, helped coordinate the response to recent weather disasters and the Boston Marathon bombings. Region 4b organized trainings and a conference for the Medical Reserve Corps, which includes 77 Cambridge residents.

Environmental Health

- The Cambridge-Somerville Healthy Homes staff continued to make home visits to families of children with asthma and elevated lead levels in Cambridge and surrounding communities. The program expanded the role of its community health worker to include clinical assessment of children with asthma.
- CPHD worked with partners to ensure that storm drains were treated with larvicide and launched an information campaign to reduce mosquito breeding grounds and prevent bites.
- During inspection of the city's 114 tobacco vendors, 93% of retailers did not sell tobacco products to minors.
- Staff co-facilitated the newly established Tobacco Advisory Committee, charged with updating the city's tobacco policy to reflect new approaches for protecting nonsmokers and reducing smoking. Staff also worked with Cambridge Housing Authority and Cambridge Health Alliance to promote a no-smoking policy at all public housing sites.
- Conducted 38 investigations involving mold and other pollutants.
- Licensed 85 biotechnology labs; six body art establishments and 40 practitioners; two bodywork establishments and six practitioners; two indoor ice rinks; and three tanning establishments.

Epidemiology & Data Services

- Produced *Cambridge Health Indicators*, a report that compared Cambridge to state and national data on broad measures of health.

- Produced *Children's Oral Health Surveillance Report* that examined dental screening data collected by the department's Healthy Smiles program from 2000 through 2009.
- Continued regional public health work with Everett, Somerville and Watertown to build additional capacity in select public health services.

Public Health Nursing

- Followed up on 151 communicable disease reports, including outbreaks of salmonella and whooping cough.
- Administered 1,604 seasonal flu vaccines and 46 pneumonia shots at 19 sites throughout the city.
- Continued to evaluate and treat tuberculosis patients at the Cambridge Hospital. Patients with active or latent TB made 1,939 visits to the hospital and staff made over 300 TB home visits to Cambridge residents.
- Provided monthly health seminars and blood pressure screenings to Cambridge seniors.

School Health

- During the 2012-2013 school year, students made 33,219 visits to school nurses for illness or injury, of which 6% resulted in dismissal.
- Staff administered 4,820 vision and 3,408 hearing screenings to CPS students.
- Provided health care oversight and clinical guidance to three Cambridge non public schools, as well as day care centers, preschools and camps.
- Helped launch a concussion clinic at the Teen Health Center that is staffed by a Cambridge Health Alliance sports medicine physician.
- CPHD nutrition staff worked with CPS to introduce salad bars in three schools; helped expand school menus to include authentic cultural dishes; and gave 23 nutrition presentations to children and adults.



A mother talks with her baby using skills learned at an Agenda for Children Literacy Initiative parent-child workshop. Photo by David Oziel.

Public Works

Owen O’Riordan, Acting Commissioner • 147 Hampshire St., Cambridge • 617.349.4800

The Cambridge Department of Public Works (DPW), operating within the framework of the City’s goals, provides dependable, high quality 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.

DPW is organized into three major units—Administration, Engineering and Operations. Within these units are 13 Divisions: Administration, Business Services, Engineering, Street and Sewer Maintenance, Snow and Ice, Solid Waste, Parks and Urban Forestry, Cemetery, Building Operations, Building Maintenance, Building Administration, Vehicle Maintenance and Off-Hours.

DPW by the Numbers:

- Collected 15,000 tons of trash and 14,000 tons of recyclables;
- Maintained 125 miles of streets and over 200 miles of sidewalks;
- Managed 127 parks, playgrounds and public squares and the 66-acre Cambridge Cemetery, as well as a 16,000-tree urban forest;
- Provided 24-hour customer service and rapid response to emergencies in the public right of way, including those related to snow and ice, heavy rain and damaging wind;
- Provided support services for over 200 public special events;
- Serviced 223 miles of sewer/drain lines, over 6,000 catch basins and 69 sewer and storm water pumps;
- Managed over 2,000 permits related to construction/business uses impacting the public way;
- Enforced ordinances related to rubbish and recycling, sewer use and sidewalk obstructions;
- Maintained 35 public buildings;
- Maintained 300 vehicles and pieces of equipment, and coordinated building energy and vehicle fuel management.

DPW Highlights and Accomplishments

- Provided 24-hour rapid response to emergencies in the public right-of-way, including those related to snow and ice, heavy rain and damaging wind. This fiscal year included a significant response to Hurricane Sandy and to the February 2013 blizzard. Hurricane Sandy, which occurred in October 2012, required crews to respond to approximately 500 emergency requests for service, primarily related to downed trees and limbs.
- The February 2013 blizzard alone blanketed the city in over 26 inches of snow, and required continuous operations for nearly two weeks in order to plow and salt streets, clear sidewalks adjacent to public buildings and parks, and to remove 13,000 tons of snow from bus stops, crosswalks and ramps along 15 MBTA bus routes, as well as on narrow streets and at intersections identified by public safety officials. Following the blizzard, Traffic and Public Works staff also inspected over 1,000 complaints about sidewalk snow and ice violations.

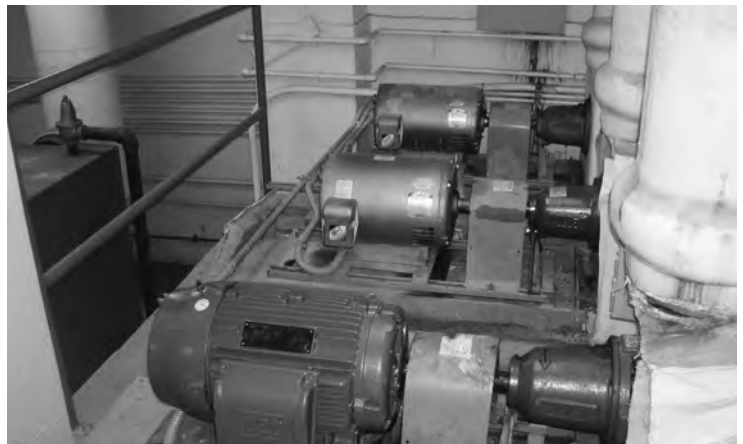
- Public Works staff provided customer service and public information through 24-hour phone coverage, as well as through email, website, Facebook, Twitter, Cambridge iReport and the distribution of notices. In FY13, the Department continued to focus on improving social media and website information, adding another full-time community relations manager position to support outreach related to our various programs, most particularly our major infrastructure programs.
- FY13 marked an important milestone in the City’s sustainability programs, as Cambridge is projected to meet its commitment under the Green Communities Act to reduce municipal energy use by 20% over a five year period.
- Named a Tree City USA by the National Arbor Day Foundation for the 20th consecutive year, and named a winner of the more prestigious Growth Award for the 5th consecutive year.
- Supported over 200 special events-ranging from large festivals to neighborhood block parties and youth events - through the coordination of the interdepartmental Special Events Committee and provision of basic services.

Public Works Division Overviews and Highlights

Administration

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

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



New motor equipment for the boiler at the Peabody School to reduce the energy used during the heating season.



In connection with the Broadway Reconstruction Project, crews reconstructed new sidewalks on Broadway from Portland Street to Prospect Street.

- Working with the Information Technology Division (ITD), Public Works expanded resources for mobile device users, including launching a mobile optimized website, adding new service categories to Cambridge iReport (including sidewalk defects, urban forestry and parks maintenance issues), and embedding more user-friendly maps in the Department's website. Public Works also worked with ITD to transition the Department's main phone line to Voice over Internet Protocol (VoIP), to provide a streamlined process and more call menu options for customers.

Engineering:

The Engineering Division's primary responsibilities include management of sewer and storm water conveyance systems, storm water quality programs, street and sidewalk improvement projects and infrastructure information.

The sewer and storm water management program included management of an \$86 million capital budget, as well as extensive administrative responsibilities and maintenance programs. Over two decades of major investment in sewer and storm water infrastructure and maintenance has had a significant positive impact on improving water quality, improving sewer and storm water levels of service, and reducing sewer backups.

The division managed \$21 million in street and sidewalk improvement contracts at locations identified in the Five Year Sidewalk and Street Reconstruction Plan. The Five Year Plan is updated annually in close coordination with the City's Commission for Persons with Disabilities. The plan emphasizes the City's commitment to a "complete streets" program, through which streets are designed for all users – pedestrians, cyclists, bus riders, drivers and residents.

Engineering also has extensive information management responsibilities. Engineering staff update and maintain paper and electronic records defining the public right of way, easements, City property lines, utility corridors, utility connections and flood plains, and respond to and fulfill requests for public information related to these records.



A new 135 foot long stormwater storage tank was constructed on Hovey Avenue. The tank is expected to hold up to 175,000 gallons of water and will alleviate flooding in the mid-Cambridge area.



Western Ave construction crews install a 48" drain pipe underneath Memorial Drive that will lead to the new stormwater outfall at the Charles River.

- Issued a new update to the City's Five Year Sidewalk and Street Reconstruction Plan, which prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location. The updated plan includes more sidewalk locations as well as the reconstruction of missing ramps on major arterials. In FY13, the condition of every street and sidewalk in the city was re-evaluated through the Pavement Management System and the Sidewalk Condition Survey, which will provide a basis for prioritizing future improvements.
- Completed major roadway and sidewalk improvements, including: Bent Street (First Street to Second Street), Chauncy Street (Massachusetts Avenue to Garden Street), Davis Street (Harvard Street to Broadway), Forest Street (Massachusetts Avenue to Somerville Line), Frost Street (Forest Street to Prentiss Street), Lopez Street (Spring Street to Park Avenue), Moore (Harvard Street to Broadway), Oxford Street (Beacon Street to Garfield Street), and Spring Street (Fulkerson Street to Third Street).
- In the Agassiz/Mid Cambridge Neighborhood, Public Works completed construction on two major sewer/ storm water projects. The first of these projects upgraded sewer and storm water infrastructure on Forest Street, Frost Street (from Prentiss Street to Forest Street) and Oxford Street (Garfield Street to the Somerville line). The second of these projects included the

construction of a large storm water storage tank on Hovey Street, and associated sewer and storm water infrastructure on Myrtle and Magnolia Avenues in order to reduce neighborhood flooding.

Street and Sewer Maintenance

The Street and Sewer Maintenance Division maintains 125 miles of streets, over 200 miles of sidewalks, more than 5,000 curb ramps, 244 miles of sewer and storm water lines, more than 4,500 catch basins and 69 sewer and storm water pumps.

Streets and sidewalk maintenance crews inspect and secure sidewalk vertical displacements, complete minor brick and concrete sidewalk repairs and patch potholes. Sewer maintenance crews work to reduce flooding and improve water quality through preventive maintenance and provide emergency response as needed.

The division also manages maintenance contracts for sidewalks, roadways and our sewer and stormwater pump stations; permits and inspects private and institutional construction in the public way; permits and inspects business sidewalk use; consults with contractors and utility companies; and provides technical assistance to homeowners.

- Completed 500 sidewalk repairs and 600 sewer preventative maintenance work orders and cleaned 2,568 catch basins.



The Sewer Maintenance Division is responsible for over 6,000 catch basins in the city. Here, staff clears a catch basin during Super Storm Sandy in October 2012.



The Street and Sidewalk Division regularly responds to roadway emergencies. Here, crews repair a section of the roadway on Cambridge Street.

Snow Removal

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

- In FY13, cleared a total of 63.4 inches of snow from roadways and priority pedestrian areas.

Solid Waste

The Solid Waste Division includes Street Cleaning, Trash Removal and Recycling. These programs work to improve the cleanliness of the city, while promoting a decrease in trash disposal and an increase in recycling.

The division manages weekly curb side pickup of single-stream recycling and trash from residential areas, public buildings and schools, as well as seasonal weekly yard waste collection, and pre-scheduled collection of large appliances. The division also operates a drop off Recycling Center and sponsors household hazardous waste collections three times per year. Day-to-day customer service, education and outreach are a priority for the division, as is the provision of technical assistance to schools and multi-



Snow operations during the February 2013 blizzard in which the city received 26 inches of snow.

Public Works

Page 5 of Public Works

family residences and collaboration with the Recycling Advisory Committee and community volunteers.

The division is also responsible for maintaining clean public ways through mechanical street sweeping throughout the city and more intensive street sweeping, sidewalk cleaning and litter collection in city squares. Citywide street sweeping runs from April through December, and includes vacuum sweeping three times per year to improve storm water quality. Crews conduct regular power-washing of public area trash and recycling receptacles, and also operate a graffiti removal program through which approximately 500 incidents of graffiti are cleaned each year. Increasing the amount of sealed, solar-powered trash compactors and recycling bins in public areas has been a major focus in recent years, as has the implementation of citywide rodent control efforts in coordination with other City departments.

- Recycled a total of 13,900 tons through its curb side collection programs, which amounts to a 7% increase in annual curb side recycling tonnage in five years. During the same time frame, annual tons of curb side trash collected has dropped by 18% to 14,984 tons.
- Completed a feasibility study of a curb side food scraps collection program for residents, as part of the first year of a two-year grant from MassDEP and will implement a 1-year pilot curb side collection program for 500-800 households in April 2014. Public Works also expanded composting programs this past year to the Cambridge Senior Center in Central Square, a new drop-off program for residents at the Cambridge Community Center, as well as the Amigos School.
- Partnered with the Cambridge Housing Authority (CHA) to complete a pilot program at four CHA sites: Washington Elms, Newtowne Court, Millers River and Roosevelt Towers; with the goal of trying to double the amount of recycling at these locations.
- Launched a campaign to educate residents to increase donations of furniture, clothing and household goods to local non-profit organizations that resell or give away items in good condition.

Cambridge Cemetery

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

- Continued to implement the Cambridge Cemetery Master Plan, adding 58 burial spaces and completing repairs to 18 historic staircases.



**UNWANTED FURNITURE?
OUR SUPER FRIENDS
CAN RESCUE IT!**

Arrange a free pick up of your good-condition furniture. Moving and can't take it all with you? Plan a few weeks ahead. Call or go online to even more groups that'll pick up your donation.

Salvation Army 1-800-SA-TRUCK
MA Coalition for the Homeless 781-595-7570 x13
For more info, visit: CambridgeMA.gov/Furniture

>>>

In 2013, the Trash & Recycling Division launched a campaign that encourages Cambridge residents to donate unwanted furniture.



The Cemetery Division is responsible for grave site preparation and other burial services, as well as the grounds and maintenance program on the Cemetery's 66 acre site.



Forestry crews pruning a tree on Chestnut Street.

Parks and Urban Forestry

The Parks and Urban Forestry Division is responsible for the maintenance of over 127 municipal and school properties, including parks, playgrounds, playing fields, squares, plazas, medians and public building grounds. The division beautifies other smaller sites throughout the city and has seasonal planting plans for over 40 sites throughout the city. In addition, it is responsible for implementing a program of arboriculture for approximately 17,500 public trees.



City Arborist, David Lefcourt, celebrated Arbor Day in April by planting new trees with students from the Cambridge Rindge & Latin High School.

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

- Completed 10 major landscape improvement projects, 4 turf renovation projects and managed construction for 3 major park renovations.
- Planted over 350 new street trees.

Public Buildings

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

- To date, efficiency projects have been completed or are in process at 32 buildings, for a combined projected annual savings of 25,402 MMBtu, while avoiding \$1,019,226 in costs and 2,821 tons of CO₂e emissions.
- Engaged in an intensive Five Year Capital Improvement Planning process for heating, ventilation and air conditioning (HVAC) equipment in order to be able to optimize preventative maintenance programs and prioritize system repairs and upgrades.



As part of ongoing efforts to reduce greenhouse gas and air pollution emissions, an electric car charging station was installed at Public Works. The charging station is open to the public from 6 p.m. – 6 a.m.



Crews working on the slate roof replacement at City Hall to preserve it as a historical structure.

Vehicle Maintenance

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

- Continues to reduce toxins, waste and costs in its operations by using retreaded tires; recycled motor and hydraulic oil, antifreeze, washer fluid and wipe rags; and by recycling approximately 10,000 pounds of metal parts each year.
- Conducted biannual inspections of 250 taxis.

Off-Hours

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

Purchasing

Cynthia Griffin, Purchasing Agent • City Hall • 617.349.4310

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 so that vendors can download them and submit a bid for any given commodity or service.

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

Some of the Purchasing Office's other responsibilities include:

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

Highlights and Accomplishments

- In collaboration with Auditing, IT and Treasury, successfully implemented PeopleSoft 9.1 upgrade to the FSCM module.
- Processed and monitored over 455 contracts, change orders and amendments. This office focused on improving efficiency and quick turnaround for documents and has successfully accomplished this by emailing the contracts directly to the vendors.
- Increased the campaign advocating the purchase of environmentally preferred products and tracking the use of those products. Staff work closely with the Green Fleet Committee to ensure vehicles that are purchased have the least impact on the environment.
- Continued to work to streamline cost effective and efficient procedures for bids and contracts. Vendors continue to be notified how to download bids from the Purchasing website. Contracts are sent electronically to the successful bidder for processing.

Fully executed contracts are emailed to the appropriate departments. This office is a leader for online bids for which other Massachusetts Purchasing Departments use as an example.

- Continued to encourage all departments to do business with local and minority/women owned businesses for those eligible purchases below \$5,000.00 and for quotes between \$5,000.00 and \$24,999.99.
- In collaboration with the Community Development Department offered a workshop to local businesses on "How to Do Business with the City of Cambridge."
- Cross-trained all staff on Peoplesoft Financials, the internal bid tracking system and contract administration. The Senior Staff in the Purchasing Department are Massachusetts Public Purchasing Officials Certified by the Inspector General's office. New employees are currently going through the process.
- Continued a role in School Department bids for goods, services and capital projects leveraging increased volume for better value.
- Collaborated with various regional partners, including the Operational Services Division of the Commonwealth of Massachusetts, Massachusetts Higher Education Consortium and the GSA (General Services Administration) to execute contracts for a variety of commodities and services.

General Services Highlights and Accomplishments

General Services/Print Shop

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

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

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

- Continue to print monthly newsletters for the Council on Aging, Commission for Persons with Disabilities and Center for Families.
- Provided printing, finishing and binding services to various City departments for a variety of projects including: City Council meeting/roundtable packages; Budget Notebooks; Community Preservation Act presentation documents; Water Department's Annual Water Quality Report; Rating Agency Presentation; Police Department training manuals: CPR Training, Legal Issues for the Massachusetts Police Professional, Police First Responder Training; Veterans' benefits and services brochure; Public Works Snow Operations Manual; Abutter notices for Community Development projects; parking ticket and RMV change notices; postcard notifications for public meetings; Library's Guide to Newspapers and Magazines; a calendar for Traffic Department featuring Cambridge photos from the annual resident sticker contest.

Schools

Jeffrey M. Young, Superintendent of Schools • 159 Thorndike St., Cambridge • 617.349.6400

The Cambridge Public Schools (CPS) are committed to the twin goals of academic excellence and social justice for ALL students. Our total enrollment of 6,393 reflects a six-year trend of increasing public school participation, despite the declining number of school-age children within the city.

Highlights and Accomplishments

- School Year 2012-13 marked the first year of the Innovation Agenda, a district-wide restructuring process that created a new program for students in grades 6-8. Eleven of our 12 elementary schools were converted into K-5 schools and four new Upper School campuses were created inside existing school buildings. The Amigos School remains K-8 and offers the same Upper School program to its 6th-8th graders. Upper School students benefitted from a challenging and consistent curriculum that is aligned with national Common Core standards. For the first time, *all* students had the opportunity to participate in computer programming classes, school plays, a band, orchestra or organized athletic team among other enrichment programs. CPS also developed new initiatives to be implemented in 2013-14, including a new 7th Grade Science curriculum and expanded options for Out-of-School-time programming.
- The elementary grades have also seen positive changes. The pilot phase of our tiered intervention program, Response to Intervention (RtI) is now complete. RtI is a framework for teachers and administrators to use data to make appropriate instructional decisions, including targeted interventions specifically designed to meet the needs of all students. The program is ready to be rolled out to all schools during the 2013-14 school year.
- The district also oversaw professional development and system changes to improve supports to English Language Learner and completed a Math Curriculum Review this year. Recommendations for implementing a new Math curriculum have been presented to the School Committee. The next area to be reviewed will be World Languages.
- With a total enrollment of 1,684 students, the 4-year graduation rate at Cambridge Rindge and Latin School (CRLS) was 83.3% in 2012, exceeding the district's Federal Race to the Top improvement target. This year, CRLS students received awards in journalism, physics, environmental studies, theater, athletics and the arts, among others. Of the 22 "Super Seniors" recognized for excellence in the areas of *Academics, Opportunity, Diversity and Respect*, six students will enroll at Harvard University, while others will attend Brandeis, Bryn Mawr, McGill, UC Berkeley and Vassar, among other prestigious institutions.
- Before the start of the 2012-13 School Year, Cambridge's alternative high school, the High School Extension Program, moved to a new location at 359 Broadway. The move provides closer access to after-school and enrichment programs housed on the main CRLS campus.
- The Rindge School of Technical Arts (RSTA) celebrated its 125th Anniversary this past year. Embedded within CRLS, RSTA connects academics to workplace applications, offering fully-approved three-year Career & Technical Education programs of study as well as stand-alone electives. This year, RSTA developed a new Retail Marketing course and a program that will eventually lead students to certification by the Mass. Department of Early Education & Care (EEC).
- CRLS recently completed the self-study process and site visit required for New England Association of Schools and Colleges (NEASC) accreditation. A final report from NEASC is pending. Feedback from the report will be used to inform teaching and will be incorporated into the CRLS School Improvement Plan. The high school also unveiled CPS's 13th City Sprouts garden beneath the skylight of the high school's newly renovated cafeteria.
- Three positions within the CPS Central Administration were redefined this past year. Under the supervision of Deputy Superintendent Dr. Carolyn Turk, who also oversees Grade 6-12 Education, this restructuring provides for enhanced collaboration between General Education, Special Education and Curriculum. Maryann MacDonald now serves as Assistant Superintendent for Elementary Education. CPS welcomed Dr. Jessica Huizenga into the newly-titled role of Assistant Superintendent for Curriculum and Instruction. Finally, CPS completed the search process to replace the Director of Special Education, welcoming Dr. Victoria Greer to the newly-titled role of Assistant Superintendent for Student Services.
- In May, Cambridge School Committee, administrators and 5th grade students gathered to break ground on a new campus for the Dr. Martin Luther King, Jr. School and Putnam Avenue Upper School. This spring also saw the launch of preliminary design work for renovations to the King Open & Cambridge Street Upper School buildings, which have been added to the City's capital plan.



The Cambridge Street Upper School Marching Band makes its debut at the Memorial Day Parade.

Traffic, Parking & Transportation

Susan Clippinger, Director • 344 Broadway, Cambridge • 617.349.4700

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. Traffic operations include pavement markings, including crosswalks and bicycle lanes; operation of traffic signals; traffic study reviews; and permitting street obstructions and street closings. 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.

Resident Permit Parking Program:

- During the annual renewal period (November 1 to January 31) 27,395 resident parking permits were issued, versus 26,985 in FY12. The online renewal for qualified residents is in its fifth year and remains hugely popular. As of January 31, 58% of qualified residents renewed online; up from 53% last year.
- 90 photos were submitted for the 2013 Resident Parking Permit Photo Contest. The winner of the contest was Jeff Myers. The title of his winning photo is "Porter Square Reflections."

Parking Ticket Adjudication and Payment Processing:

- Improvements have been made to the online adjudication process to improve efficiency and response time. Clients can now upload pictures, receipts or other pertinent information to the dispute form. Hearings are recorded and saved for review as needed.
- Permits and tickets have barcodes and all cashier stations are equipped with barcode scanners. This speeds up processing and prevents any data entry errors.

Snow:

- An additional off-street parking lot on Waverly St. has been provided by MIT for resident parking during snow emergencies.
- Implemented a pilot "flip" signs program on Inman, Bigelow, Pearl and Oxford Streets. Signs can be opened anytime a snow emergency causes a parking ban on these streets to remain in effect. This program will be expanded to other streets based on our experience this year.

Development/Zoning:

- Worked closely with the Community Development Department (CDD) on the Kendall Square Central Square (K2C2) zoning study. Worked on traffic analysis, evaluated parking, prepared responses to transportation issues raised by the committee and helped produce materials for public meetings.
- Evaluated parking needs and recommended traffic mitigation to the Planning Board for large development projects. Monitored Planning Board special permit traffic mitigation to ensure compliance.
- Consulted with numerous developers on site design and parking layout for small development projects.
- Researched and recommended to developers and Planning Board shared parking programs.
- Assisted the Community Development Department in creating the new bicycle parking zoning.

Engineering:

- Formed a new partnership with the Crime Analysis Unit of the Police Department in an effort to further reduce vehicle crashes.

Shared data, analysis methods and tools, and ideas. Focused on pedestrian and bicycle crashes. Began annual tracking of crashes at 219 intersections citywide.

- Updated the 2007 Traffic, Parking and Transportation Regulations.
- Worked with the License Commission and the Police Department on the Pedicab pilot program.
- At the request of the Commission for Persons with Disabilities, created and posted a new regulation that prohibits parking/locking a bike to the sign pole for a disability parking space.

MassDOT Charles River Bridge Construction:

- Coordinated with state agencies on the Accelerated Bridge Program construction management plans to minimize disruptions on Cambridge roadways during bridge construction for the Anderson Bridge, which is currently in construction, and the Longfellow Bridge, which will be under construction this summer.
- When completed, all Charles River Bridges will include bicycle lanes. Anderson Bridge includes the addition of a signal at Memorial Drive and Hawthorne Street; JFK Street and Memorial Drive will continue to have all left turns restricted.

Parking:

- Green Street Garage Repairs - Replaced a concrete wall at the garage exit with a large glass window to improve visibility for pedestrians and vehicles exiting the garage. Replaced the old, rusting window grates. Made various concrete repairs and applied waterproofing coatings to garage floors.
- First Street Garage Repairs - Repaired deteriorated concrete stairs and landings and replaced deteriorated floor drains.
- Parking Lots - Installed new multi-space pay stations that accept credit cards in the three Central Square Parking Lots on Bishop Allen Drive. Extended meter hours to 10 p.m. to support the parking needs of evening activity. Credit card usage immediately rose to 65% of all meter transactions. Availability of parking spaces after 6 p.m. in these lots has increased; previously they were full.
- Installed covered bicycle parking in Lot 5 for 24 bicycles and provided directional sign on Massachusetts Avenue.



The 2013 Resident Parking Permit Photo Contest winner was Porter Square Reflections by Jeff Myers.

Veterans' Services

Stephen A. Vesce, Director • 51 Inman St., Cambridge • 617.349.4761

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. In FY13, \$673,536 in assistance was disbursed. The cost of this benefit program is reimbursed to the City, by the Commonwealth, at the rate of \$.75 for every dollar expended.

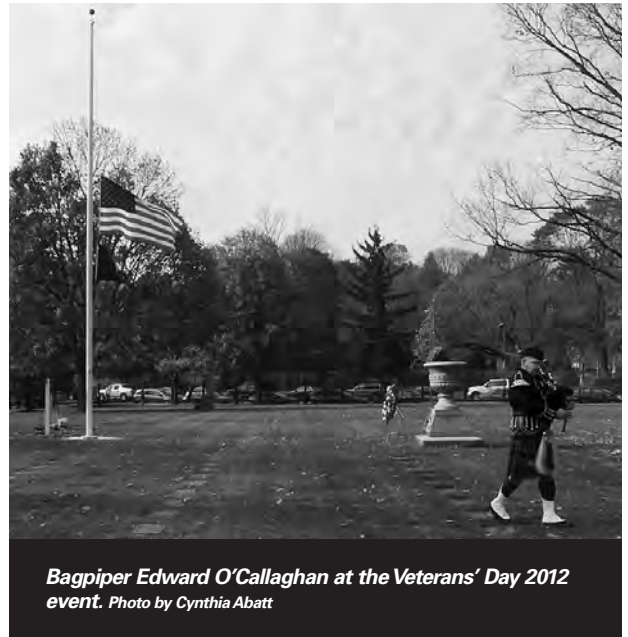
Cambridge veterans and their dependents received approximately \$4.1 million in federal monies for Veterans Affairs (VA) pensions, compensations and benefits during FY13. The department assists veterans and their families in processing applications for federal Veterans' Affairs claims for pensions, disability and death benefits, burial plots, grave markers, home loans, educational benefits, medical services and life insurance benefits. The department also assists pensioners in completing their annual Veterans' Affairs financial eligibility verification forms as well as assisting homeowners in applying for local property tax abatements/exemptions. In addition, the department assists veterans who are totally service-connected disabled, parents/spouses of veterans killed-in-action or those who died as a result of a service-connected injury, in applying for a \$2,000 annual annuity, which is provided tax free from the Commonwealth. The department assists veterans who have served since 9/11 in applying for a state cash bonus of \$1,000 for those who served in Iraq or Afghanistan and \$500 for all others, as well as the new entitlement for those who serve subsequent tours of duty in Iraq, Afghanistan or elsewhere. Veterans' Services also coordinates public events on Patriots' Day, Veterans' Day and Memorial Day, including the Memorial Day parade and the decoration of veterans' graves with an American Flag.

Highlights and Accomplishments

- Participated in the roll out of a new web-based portal, which was developed by the state, that will provide easy access to veterans in exploring the benefits and services provided by the Commonwealth and the VA.
- Continued to enhance the department's website, ensuring that quality up-to-date information is available to veterans and their families. In addition, in collaboration with 22-CityView, we continue to air the veterans' benefits informational public service announcement regarding our assistance program, which has significantly increased our outreach capabilities.



Cambridge Veterans' Organization Firing Detail at Patriots' Day 2013. (Photo by Cynthia Abatt)



Bagpiper Edward O'Callaghan at the Veterans' Day 2012 event. Photo by Cynthia Abatt

- Continued to implement the new web-based Veterans' Services Management Information System (Web-VSMIS). Web-VSMIS is an interactive database management system developed exclusively to assist cities and towns with benefit submission and reimbursement.
- Worked closely with the Assessing Department to outreach to veterans, and/or their surviving spouses who may be eligible for FY13 veterans' property tax exemptions/abatements.
- Continued outreach to returning veterans to apprise them of their entitlement to a Massachusetts cash bonus for their service since 9/11, as well as the new entitlement for those who have served subsequent tours of duty in Iraq, Afghanistan or elsewhere.
- Developed ability to scan and store documentation for clients, in the Cambridge Benefits and Reporting System, for easier access to commonly referred to documents.
- Attended Veterans' Day Ceremony at the Norfolk Street Housing complex.
- Assisted in welcoming home the troops of Co C, 181st Infantry upon their return from Afghanistan.
- Assisted in delivering Thanksgiving Day turkey dinners donated by the State Department of Veterans' Services to needy veterans and their families.
- Assisted in delivering food for the Christmas Holiday, which was donated by the State Department of Veterans' Services to needy veterans and their families.
- Met with several homeless providers to ensure veterans were identified and referred to the Veterans' Department for services.
- Continued outreach with Elder Services. Attended meetings with providers to outline Chapter 115 and a process for identifying veterans and dependents for services.
- Projected to assist 36 veterans/dependents in accessing federal VA benefits, exclusive of M.G.L. Ch. 115 clients.

Water

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

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 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. The department's responsibilities include:

- Protecting tributaries and reservoirs in a 25-square mile watershed within and outside of the Cambridge city limits to ensure the highest raw water quality;
- Protecting, maintaining and improving the Fresh Pond Reservation as the City's terminal water supply reservoir and its largest open space;
- Operating, maintaining and improving a 24-million gallon per day water treatment facility to purify the water to a level that not only meets, but exceeds, Federal and State drinking water standards;
- Operating, maintaining and improving the 190 miles of piping network, including the pipeline that brings the raw water from upcountry to Fresh Pond as well as the subsurface water distribution system throughout the city;
- Providing engineering, design, permitting, construction services and contract administration for water and other City projects;
- Protecting purified water from potential hazardous contamination through improper connections to the piping network;
- Removing lead water services wherever possible and continuing the purchase of "low lead" water works products for materials in contact with our water;
- Responding to and repairing leaks throughout the water piping network 24 hours per day, 7 days per week and 365 days per year;
- Supporting emergency and snow removal needs of the City of Cambridge;
- Assessing the feasibility of, and wherever possible, implementing energy reduction/generation projects throughout the Water Department's equipment and facilities.

The City continues to offer the Senior Citizen Discount Program of 10 or 25 percent on water/sewer bills, depending on certain qualifications. All operating, capital and debt service for CWD are financed by the sale of water. An increasing water rate structure serves to promote water conservation by means of a progressive pricing schedule that raises the cost of water in blocks of higher consumption.

Highlights and Accomplishments

- Completed the implementation of the boiler and process energy saving measures. Continue the implementation of the variable frequency drives (VFDs) on the raw water pumps, lighting and the solar panels on the building roof. These efforts are in concert with the City, to help achieve the Green Communities Act goal.
- Continued the peak electrical demand management plan to

conserve electricity and reduce the demand charges to the City. Signed a "Demand Response" contract to reduce electrical demand during emergency "electrical grid" situations.

- Purchased 53.6 acres of watershed land to continue the protection of Hobbs and Stony Brook Reservoirs.
- Produced over 4.7 billion gallons of high quality potable water to serve the City of Cambridge's needs.
- Continued the treatment facility process equipment maintenance and replacement program.
- Continue to provide school programs, tours, open houses and Friends of Fresh Pond Reservation events to educate the public about the Cambridge Water System and the Walter J. Sullivan Water Purification Facility. As part of the public education effort, the staff has presented information about the Water Department to local colleges and universities and international groups.
- Completed/continued cooperative infrastructure projects on: Huron Ave., Main Street, Fulkerson Street, Cambridge Park Drive, Discovery Park, Contracts 13, 14, 15 and 17 Sewer Separation, CAM 004 and Western Avenue.
- Completed rebuilding of the Stony Brook Conduit Overflow Structure in Watertown.
- In conjunction with the Fire Department, maintained a Class 1 Fire rating for the City of Cambridge.
- Conducted the annual leak detection of the distribution system and found and repaired 10 leaks.
- Completed all of the backflow prevention device testing for inventoried devices and continued surveying facilities for cross connections throughout the city.
- Responded to and repaired all water main or service leaks in the water distribution system.
- Updated the long range capital plan for the water system.
- Performed required regulatory water quality analytical testing and watershed monitoring, which resulted in over 62,000 tests. Maintained certifications of the Laboratory for a variety of drinking water parameters.

Division Overviews and Highlights

Administration/Business/Information Technology

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

- Managed the \$17.6 million budget from the sale of water and fees from services provided to Cambridge water users.
- Provided essential fiscal and information technology services that include: processing of quarterly water and sewer bills; paying hundreds of vendors and contractors; and maintaining numerous PC's, printers, copiers and plotters.

- Surveyed facilities for potential cross connections to the public water supply; tested backflow prevention devices; issued leak letters; replaced meters and installed MTUs; and visited facilities to assist property owners in resolving leak and billing issues.

Water Quality, Treatment and Watershed Operations

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

This division is also responsible for the management and operations of the City's three reservoirs and contributory watersheds in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The reservoirs are Hobbs Brook, Stony Brook and Fresh Pond. The Watershed Division develops, implements and monitors complex watershed protection plans that include hazardous materials response planning, community outreach, public education, environmental compliance review, site development monitoring and storm water management. The priorities continue to be source water protection and management that include: the development and implementation of the water quality monitoring program in cooperation with the U.S. Geological Survey; source water protection plan; maintenance and improvements to reservoirs, infrastructure and landscaped/forested areas; site plan development review and construction monitoring; and the implementation of the Fresh Pond Master Plan priorities.

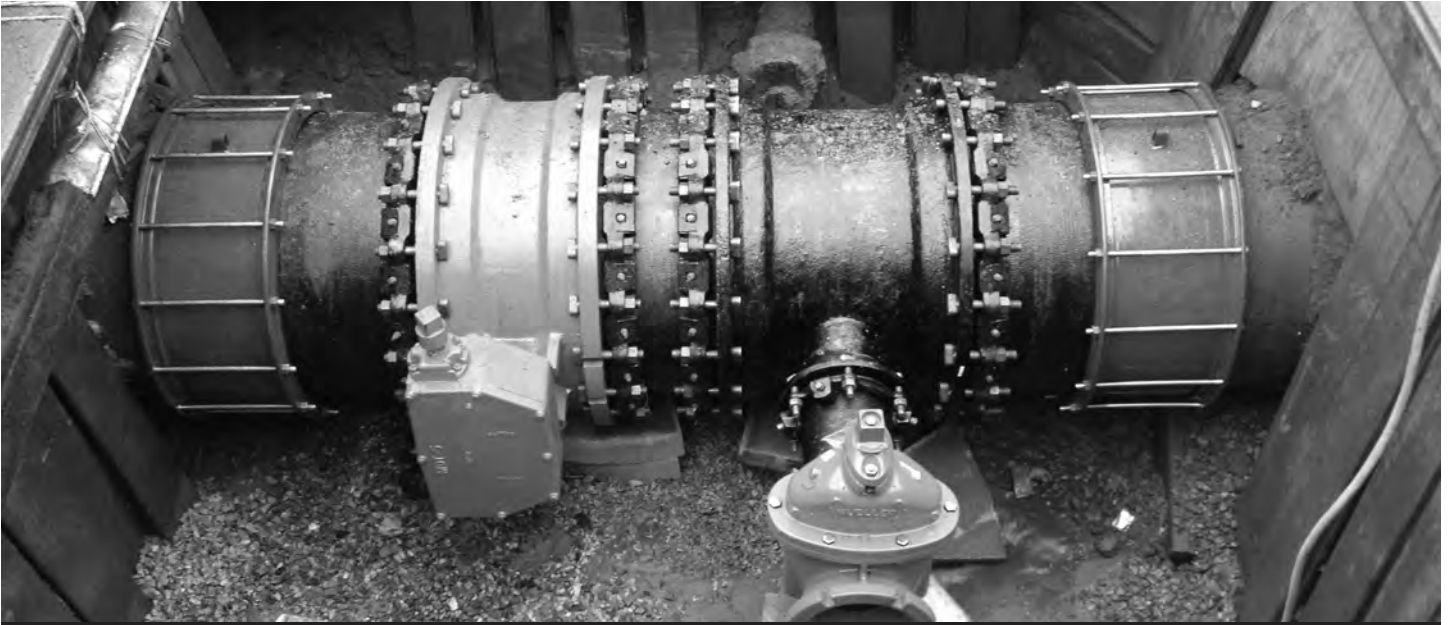
- Distributed the 2012 annual "Consumer Confidence Report" on drinking water quality via direct mail and the Department website.
- Continued optimization of the Water Treatment Plant processes and plant maintenance to further enhance water quality and manage operational costs.
- Continued laboratory performance evaluation activities to maintain and expand DEP analytical certifications.
- Completed Black's Nook site improvements, Phase IV of the Glacken Slope Restoration, repairs to the Hobbs Brook Reservoir Dam (damaged in the rain storm in May 2010) and the design development phase of the Kingsley Park Restoration Project.
- Implemented an Interim Signage Plan and refined the permitting process for use of the Reservation based on the Fresh Pond Master Plan and the Shared Use Recommendations. Completed two years of visitor use data utilizing electronic counters.
- Updated the Hazardous Materials Response Atlas, the Emergency Action Plan (EAP) and the Operations and Maintenance Plans for the Hobbs and Stony Brook Reservoirs.

- Through the Fresh Pond Reservation and Volunteer Stewardship Programs, coordinated over 900 hours of volunteer work.
- Continued to review, monitor and inspect major development projects in the watershed.

Transmission, Distribution and Engineering Operations



Children participate in "fix a leak" at 2013 Water Day.



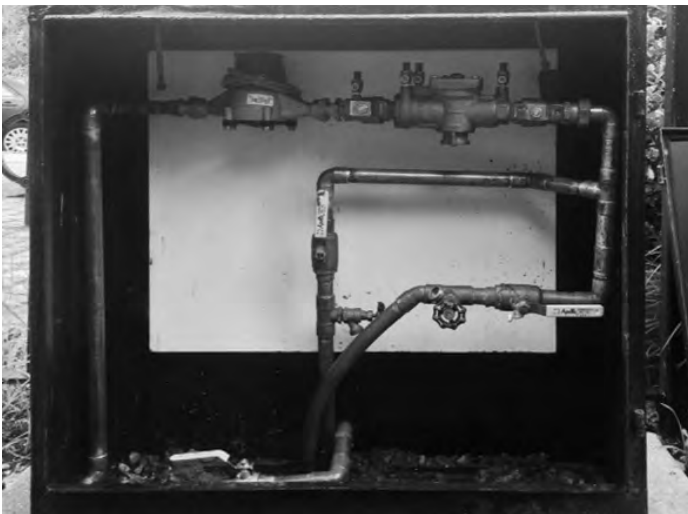
Water main replacement at Broadway and Boardman streets.

This division is responsible for the maintenance, installation and general upkeep of the transmission and distribution pipeline facilities. These facilities include, but are not limited to, transmission and distribution mains, services, hydrants, valves and fire protection appurtenances. The transmission and distribution system is made up of approximately 190 miles of water mains ranging in size from 4 to 63 inches in diameter. There are over 1,840 fire hydrants, 4,450 main valves, 18,300 valve boxes and 14,060 services within the water system. The transmission pipeline (Stony Brook Conduit) begins in Waltham where water is conveyed from the Stony Brook Reservoir to Fresh Pond. The water is purified in the plant at Fresh Pond Reservation and then pumped to the Payson Park Reservoir located in Belmont, via a 40-inch transmission pipeline. The elevation associated with

the Reservoir provides the hydrostatic head to meet the pressure requirements for the City's water distribution system.

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

- Continued to utilize the Distribution System Hydraulic Model program to evaluate distribution system impacts relating to new and/or rehabilitative construction work, so that mitigating measures can be proposed.
- Continue to maintain all water system GIS maps. This includes: as-built drawings for new and replaced water mains, domestic and fire services 4" or larger, hydrants, valves and other appurtenances.
- Continued to support the refurbishment of City park irrigation systems in conjunction with the Department of Public Works' Park Division. Our participation is for water accountability and backflow prevention.
- Ensured the highest degree of fire protection reliability and functionality through hydrant maintenance, including conducting 100% of required fire hydrant tests throughout the City. Additionally, replaced/repared approximately 30 fire hydrants.
- Rehabilitated over 13,000 feet of water mains; replaced lead water services and replaced or repaired over 200 valves; eliminated over 14,000 feet of parallel old cast iron pipe; and maintained a 99.9% in-service rating for fire hydrants.



Replacement of irrigation cabinet at the City park located on Larch Road.

Weights & Measures

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

The Department of Weights and Measures enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local businesses. The department seals or condemns devices tested and performs such work in accordance with state laws, 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.

Highlights and Accomplishments

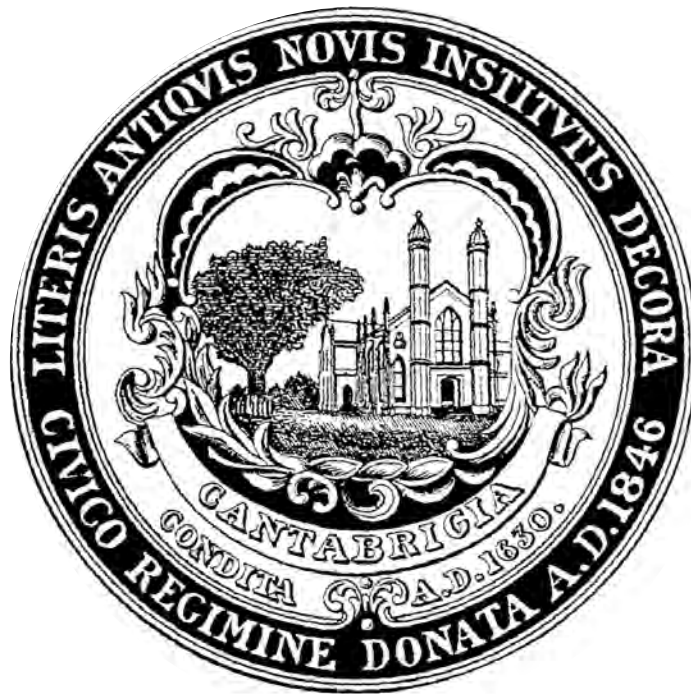
- Executed a Consumer Impact Statement to the Commonwealth of Massachusetts Division of Standards that detailed the savings passed on to consumers and businesses by conducting inspections in Cambridge.
- Participating as a member for the National Institute of Standards and Technology (NIST), a national working group that is currently revising the Taximeter code for HB 44 and Sub-Committee on GPS applications.
- Participating as a member for the NIST US National Working Group on Measuring Systems for Electric Vehicle Fueling and Sub-metering, in the development of a Method of Sale for selling electric energy for vehicle fuel.

Women's Commission

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

The Cambridge Commission on the Status of Women works in an inclusive manner to promote equality 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.

- **Young Women:** Along with Cambridge Public Health, co-sponsored the 4th annual Promtacular workshops for CRLS teen girls; topics focus on healthy relationships and healthy choices through the lens of prom. Hosted 16th annual 5th Grade Girls' Sports Day, providing nearly 200 girls a day of physical fitness activities.
- **Research:** Promoted and met with community leaders on the *Immigrant Women's Roundtable Report: A comprehensive look at immigrant women and their families living in Cambridge*. Consulted on programming opportunities within the Cambridge Public Health Department, Cambridge Community Television and the Community Learning Center based on the data within the report. Directed the Immigrant Women's Roundtable. Updated both editions of *You Find Your Strength* and *You Find Your Strength II, A guide for women and their families who are homeless in Cambridge and Somerville*.
- **Economic:** Served on the Massachusetts Paid Sick Leave Coalition, a strategic bipartisan effort to work with legislators to help Massachusetts require employers to provide paid sick leave for workers – many of whom are low-income women.
- **Immigrant Women:** Directed the Immigrant Women's Roundtable, working with immigrant women and families to promote better connections and services for immigrant women in Cambridge. As a member of the Community Engagement Team Networking Planning team, helped organize three community forums for service providers on issues affecting immigrants living in Cambridge.
- **Arts:** At Cambridge Main Library, screened *The Invisible War*, a film about sexual assault in the US military and hosted a viewing of the documentary *Left on Pearl* highlighting the local history of the women's movement. Co-sponsored the Women, Action & the Media Boston Film Festival at the Brattle Theater, showcasing and celebrating the latest films by up and coming female filmmakers.
- **Violence Against Women:** Served on planning committee for *21 Days of Questions/365 Days of Action* Campaign, a multipronged approach led by City Councillor Marjorie Decker to bring awareness and solutions to the issue of domestic violence in our community. Throughout October, promoted community-wide awareness of Domestic Violence. Developed a poster campaign aimed at teens promoting appropriate use of social media sites when dating.
- **Women's History:** Sponsored numerous events commemorating International Women's Day (IWD), including a panel discussion for area teens on non-traditional paths for women with Cambridge Women's Heritage Project. Served on planning committee to bring the ever-popular IWD Breakfast to more than 200 Boston-area women. This year's topic was *Putting Food on the Table: Women and Hunger in the US*.
- **Community:** Sponsored an Egyptian woman through a fellowship focused on women's rights and gender based-violence. Sponsored *Women and Words*, a quarterly community discussion group to address issues impacting women's daily lives. This year's topics included sex trafficking, alternatives to prison for women in Massachusetts and healthy aging in Cambridge. Served on advisory committee of the Gender and Justice Project on Female Offenders at Wellesley Centers for Women.



About the City's Seal

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

(Effective July 1, 2013 – Present)
City Manager: Richard C. Rossi
Deputy City Manager: Lisa C. Peterson

(July 1, 2012 – June 30, 2013)
City Manager: Robert W. Healy
Deputy City Manager: Richard C. Rossi

FY13 City Council:

Mayor Henrietta Davis
Vice Mayor E. Denise Simmons
Councillor Leland Cheung
Councillor Marjorie C. Decker
Councillor Craig A. Kelley
Councillor David P. Maher
Councillor Kenneth E. Reeves
Councillor Timothy J. Toomey, Jr.
Councillor Minka vanBeuzekom



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



This Annual Report is printed on Recycled Paper.
For more information about recycling in
Cambridge, visit www.cambridgema.gov/theworks