



OFFICE OF THE CITY CLERK

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D. MARGARET DRURY  
CITY CLERK

DONNA P. LOPEZ  
DEPUTY CITY CLERK

January 30, 1997

Dear Councillor:

You are hereby notified to attend a **SPECIAL MEETING** of the City Council for  
Thursday, February 6, 1997 at 6:30 p. m. in the Sullivan Chamber.

By order of Her Honor the Mayor.

Sheila Doyle Russell  
Mayor

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The purpose of this meeting is the evaluation of the City Manager.

# City of Cambridge

## Special City Council Meeting

February 6, 1997

6:30 P.M.

### AGENDA

1. Call of the meeting
2. Public Comment
3. City Council discussion

#### Materials

Evaluation Form

City Manager's goal and objectives

Goals and Objectives Developed with Roberta Miller November, 1996  
(Framework)

1996 meetings of Government Operations Committee

Maintain

Public Safety

Neighborhood Cohesion

Mix - diversity - socioeconomic, cultural, racial, business, intellectual

Efficient/Effective Services

Increased access and better enforcement

Coordinated response

Fiscal Stability

Immediate Needs

Housing Short Term - existing tenants, expiring use

Longer term - mix of housing - who lives in Cambridge

Infrastructure

Police

Library

two Schools

Sewer/water

Facilities for elderly and assisted living

Programmatic Focus

Youth (faith in high school system, safety zones for schools, junior college, family festivals, preschool children)

Transportation/Traffic

Sustainable Growth Policy/Planning

Redevelopment Issues

To keep in mind in all programmatic issues: trees, the natural environment, historic preservation, an "arts city".

Issues Requiring Systemic/Coordinated Responses

Domestic Violence

AIDS

Drugs

Themes Running Through All Enumerated Goals

Get the Story Out - cable show, cops show, PR person, architectural history, electronic media

Community Input - activated and involved citizenry.

Workforce Training - continued diversity development

Public Safety

Top Priorities

1. Housing
2. Infrastructure
3. Get the Story Out

Team Success

- . 49th Safest City - Money Magazine
- . Things are happening
- . Concrete accomplishments, parks, senior centers
- . Capital plan - long range and simple for public
- . Bench marks to measure success
- . Council to grow - respect, dignity, leaders in City as demonstrated
- . Progress on housing; protecting existing tenants
- . Not harm City
- . Mutual respect, shared goals
- . City Council and City Administration working together
- . Choose five goals and accomplish them
- . Identify several top priorities and work together to achieve them
- . Recognizing strengths and weakness on the team and moving forward



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EXECUTIVE DEPARTMENT  
ROBERT W. HEALY  
City Manager

RICHARD C. ROSSI  
Deputy City Manager

January 27, 1997

To the Honorable, the City Council:

As the City of Cambridge concludes its commemoration of its 150<sup>th</sup> year of incorporation, I proudly submit to the City Council and the residents of Cambridge the accomplishments for 1996 and the City Administration's goals for 1997.

1996 was banner year for the Cambridge. Residents and employees of the City demonstrated enormous civic pride as thousands participated in the Grand Parade, the Charity Golf Tournament, the Dance Party and Family Day at Danehy Park in celebration of this historic year.

This 150<sup>th</sup> year was also a banner year for the administration and City Council as it captured several national awards: The International City/County Management Association (ICMA) presented Cambridge with its *Program Excellence Award* for the Career Pathways Initiative. The National League of Cities awarded Cambridge its *Program Innovation Award* for the Office for Workforce Development (of which the Career Pathways Initiative is a part). And most recently, the National Community Development Association presented the City an *Audrey Nelson Community Development Achievement Award*, which recognizes exemplary use of CDBG funded projects, for the Blouin Site - a 16-unit affordable home ownership project. In addition, the International Association of Crime Analysts presented Cambridge its *Award of Excellence*, and the International Association of Law Enforcement Planners presented the *Project of the Year Award* for the Police Department's 1995 Annual crime Report and neighborhood and business crime profiles. Also, for the 10<sup>th</sup> consecutive year, the Comprehensive Annual Financial Report received the *Certificate of Achievement for Excellence in Financial Reporting* (one of only two Massachusetts Communities to have received this award), and for the 9<sup>th</sup> consecutive year the Annual Budget document received the *Distinguished Budget Presentation Award*.

All of these award winning initiatives are demonstrative of projects whose success is based on sound planning and management, collaboration, a rational fiscal policy and City Council support.

As the City Council is aware, fiscal stability is the cornerstone of a healthy city and the vehicle by which quality public services are delivered. With increased fiscal constraints being placed on the City by the federal and state governments coupled with the increased capital infrastructure demands, it is more imperative than ever that the City establish priorities for allocating its resources. The City Council will need to establish priorities for retaining the City's service delivery system and capital improvement program while maintaining stable tax rates. Competing requests for increased budgetary allocations include:

- operating costs for the Schools;
- affordable housing; and
- capital infrastructure needs.

*Consequently, an overriding goal of this administration is to work with the City Council to prioritize and schedule approximately \$200,000,000 in identified capital needs, recognizing that all cannot be accomplished concurrently.* Current identified needs (and estimated costs) include: a new main library (\$20 million), a new police station (\$20 million), The Cambridge Hospital's REACH project (\$60 million), a water treatment facility (\$55 million), Sewer separation (\$35 million), renovations to fire houses, open space renovations, traffic calming and streetscape improvements, school facility renovations (\$25 million), information system expansion and many other items.

At the same time from an operating standpoint, an emphasis on staff training and development and diversity, on which substantial progress was made in 1996, will also be a priority of this administration for 1997. The City has instituted City-wide and departmental training in 1996 which will continue to be developed. *City-wide diversity training for upper and mid managers is a priority for 1997.*

Public safety continues as a fundamental priority of this administration. *In 1997, the community oriented policing strategy will be refined and implemented.* The overall strategy includes: the establishment of regularly scheduled community meetings in all areas of the City; the assignment of supervisors to specific geographical areas to coordinate response to crime and neighborhood disorder; assigned route officers involvement in attending neighborhood meetings; the establishment of a City-wide problem solving model/strategy; the training of the Department personnel and the community in the mechanisms of the problem solving model/strategy; and the implementation of a reporting mechanism for neighborhood issues ensuring that proper actions are taken and feedback provided.

I am pleased to report that of my 131 goals from 1996, 81% were achieved or substantially achieved; 16% are in progress (many of these will be achieved by the end of the fiscal year); and 3% were not achieved, primarily for budgetary reasons.

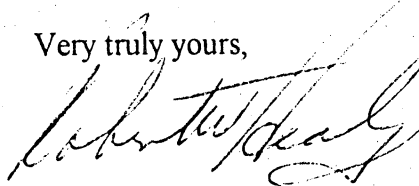
In 1996, the City Administration spent significant attention on the creation of a public authority, enabling the Cambridge Hospital Community Health Network to maintain its community and public health mission and strong community health programming but allowing it flexibility in

contracting, hiring, purchasing and affiliating with other health care partners.. Considerable resources were also put into housing: securing almost \$30 million in federal funds to preserve the long term affordability of 575 expiring-use housing units; finalizing an agreement with Harvard University to preserve the affordability of over 25% of its formerly rent controlled property; and implementing the CITYHOME program, among many housing initiatives. 1996 also saw the opening of the new Emergency Communications Center with a consolidated police, fire and emergency medical dispatch, and the first year of a performance-based budget.

Although the goals and accomplishments in the attached document are separated by department, many of the accomplishments have been made and the goals will be achieved through collaboration among departments: The Graffiti Task Force, the Sidewalk Obstruction Committee, the Domestic Violence Implementation Panel, the Network Infrastructure Committee, the Committee on Streamlining Permits, the Open Space Committee, the Transportation Committee, and Environmental Coordinating Council, to name a few, all enable the City to make efficient use of its resources and to comprehensively address issues that do not neatly fall within one department's responsibility.

I welcome discussion on these goals, and look forward to a productive year ahead.

Very truly yours,



Robert W. Healy  
City Manager

Attachment

## 1997 GOALS

### I. GENERAL GOVERNMENT

#### Finance

##### 1997 Goals:

- Prepare FY1998 annual operating and capital budgets that maintain or improve current levels of service while maintaining sufficient excess property tax capacity to provide flexibility to meet the future fiscal year needs, and reflect City Council priorities.
- Expand and refine the performance based budget document in the area of quantifiable goals performance measurement and unit costs.
- Maintain the City's current municipal credit rating.
- Arrange financing for long term debt including first phases of the Water Treatment Plant and the Cambridge Public Health Commission project.
- Complete the in-house development of new payroll software.
- Develop an informational bulletin on the automotive excise tax to be mailed with all 1997 auto excise tax bills.
- Develop a Citizen's Benefit statement to be mailed with all FY1998 Real Estate tax bills.
- Complete FY1998 fiscal year audit by December 1, 1997.
- Install new hardware and software to update the Assessing Department's property valuation system.
- Complete a new user needs analysis for each core Geographic Information System (GIS) user department. Purchase and install enhanced GIS hardware.
- Working with the Electrical Department, expand to 13 the number of City buildings in the fiber network.
- Continue to expedite the procurement of supplies and services for the City in a responsible and equitable manner; work to further standardize City construction contracts and bidding documents; continue to encourage participation of Minority Business Enterprise (MBE) firms in bids and quotes; and initiate tracking system on usage of recycled products by the City.

### 1996 Accomplishments:

- Prepared annual operating and capital budgets that maintained or improved current levels of service while maintaining an excess property tax capacity sufficient to meet unforeseen needs.
- Developed a performance based budget which includes quantifiable goals, performance measures and unit costs, and created an ongoing performance monitoring system.
- Arranged financing and credit for approximately \$12,000,000 in City Council approved capital projects.
- Evaluated the City's employee payroll system to determine whether needed changes should include a major software re-write of existing system or the purchase of new software. Completed the software re-write of the existing payroll system.
- Assisted in the merger of The Cambridge Hospital Community Health Network with Somerville Hospital and the Cambridge Public Health Commission.
- For the first time, established market values for over 1,200 previously rent controlled apartment buildings.
- Completed Geographic Information System (GIS) data conversion and trained key GIS user departments.
- Working with the Electrical Department, expanded to eleven the number of City buildings in the fiber network.
- Converted to a windows based office automation system and began process to upgrade equipment of users who need access to GIS and the Internet.

### **Law**

#### 1997 Goals:

- Provide additional legal resources the City Manager and Community Development Department to address housing issues related to the expiration of rent control protection.
- Continue to focus significant resources on major litigation initiatives regarding the Central Artery/Tunnel Project and the Sign Ordinance.
- Continue outreach and training to various departments regarding measures to improve risk analysis and control.

- Develop a comprehensive policy, for recommendation to the City Council, to regulate sidewalk obstructions: sandwich board signs, sidewalk cafes (tables and chairs), merchandise displays and newspaper boxes. This policy recommendation is being developed by a committee comprised of the City Manager's Office, and the Community Development, License, Inspectional, Public Works and Law Departments.

1996 Accomplishments:

- Committed significant resources to pursuing litigation relating to the Central Artery/Tunnel Project, the sign ordinance, and regulation of truck traffic.
- Assisted Water Department with complex Request for Proposals and contracts relating to the proposed new water treatment facility.
- Continued outreach and training efforts to various departments regarding measures to improve risk analysis and control.
- Expanded use of computerized legal research tools.
- Substantially modified claims investigation and response with a goal of shortening response time.

## II. HUMAN RESOURCE DEVELOPMENT

### Personnel

#### 1997 Goals:

- Maintain open, accessible and responsive applicant intake system, assisting departments in making appropriate and effective hiring decisions that assure qualified employees. Ensure consistency and integrity of employment processes and reporting in all City departments.
- Utilize a variety of outreach methods to ensure a qualified and diverse applicant pool for all recruitment.
- Assist the City Manager, Affirmative Action Director, and departments in meeting Affirmative Action goals by increasing the percentage of women and minorities in underutilized categories. Continue to emphasize increasing the percentage of female and minority representation in Officials and Administrators (O&A).
- Increase the percentage of total employees who are Cambridge residents.
- Continue to provide training and professional development opportunities to all employees through internal and external training and through the tuition reimbursement program. Ensure that department managers have access to training on key issues of management development and risk management.
- Assist in the filling of key administrative and policy advisory positions as they become available (e.g., MIS Director).
- Assist the Police Commissioner with personnel and labor issues that arise out of the Commissioner's agenda to reform and improve and Police Department.
- Assist department in working out procedures to appropriately implement recently enacted retirement law reforms, particularly with respect to disabled retirees who claim to be fit to return to work.
- Provide core curriculum of courses for new full-time employees.
- Successfully manage employee relations in a manner which facilitates employee productivity and satisfaction within City wage guidelines, promoting labor stability in the City; assist the schools with collective bargaining. Settle twelve (including four School Department) labor contracts within the fiscal year, extending labor stability into FY2000 wherever possible. Conduct exit interviews with full-time benefited employees upon terminating employment with

the City. Bargain to conclusion a standardized code of conduct for union employees. Conclude the Joint Labor Management Committee interest arbitration process with the Police Patrol and Police Superior Officer Unions in a satisfactory manner.

- Provide guidance and tools to departments in developing and administering performance management processes.
- Provide high quality comprehensive health insurance plans and support services for employees and retirees, at reasonable cost, with changes at, or below the medical inflation rate; increase participation of Medicare eligible retirees in HMOs. Offer wellness initiatives to employees and their families.

#### 1996 Accomplishments:

- Assisted The Cambridge Hospital Community Health Network in achieving independence from the City, successfully resolving complicated legal, labor, and personnel issues to the satisfaction of all parties, in a cooperative and collaborative manner, without acrimony or excessive labor conflict.
- Increased employee training and development efforts, including regular publication of Development and Training Catalogue, listing courses being offered and ancillary training opportunities. Managed costs by using qualified current City employees to assist in providing training programs.
- Assisted in completing the consolidation of the police and fire dispatch system in the new Emergency Communications Department.
- Continued to assist in the implementation of the City's Affirmative Action Plan, with continued emphasis on Officials and Administrators and other policy making/advisory positions in the City.
- Settle three outstanding labor contracts, including one School contract, extending labor stability into FY99, affirming and extending managerial rights with our newest bargaining unit of supervisors in the Department of Public Works.
- Successfully completed the process for hiring a new Police Commissioner, with broad community participation, resulting in the hiring of an excellent, highly qualified candidate for the position.
- Developed a standardized probationary period performance evaluation system; offered to assist departments in managing and evaluating performance during the probationary period.

- Converted another of our premium based HMOs from premium to cost plus financing, with a projected first year savings of approximately 20%.
- Increased the percentage of retirees in Health Maintenance Organizations (HMOs) by 5.6%. The total number of Medicare eligible retirees in HMOs increased to 13.8%.
- Reorganized and enhanced the City's recruitment outreach efforts.

## Library

### 1997 Goals:

- Improve and expand services at the Central Square Branch Library: establish Rotary Community Technology Learning Center; recarpet, paint, purchase new furniture, and update lighting.
- Complete plans for Main Library expansion.
- Establish Endowment Fund for Cambridge Public Library and initiate fund raising campaign.
- Introduce online periodical access from all branch libraries.
- Celebrate 25<sup>th</sup> Anniversary of Cambridge Public Library's Black History Program.

### 1996 Accomplishments:

- Maintained quality of service and increased outreach to underrepresented constituencies in order to increase circulation in the O'Connell (by 9%), Collins (by 11%), Valente (by 11%) Branch Libraries and participation in the summer reading club (by 11%).
- Completed requirements for submission of the Massachusetts Board of Library Commissioner's grant application for renovation and expansion of the Main Public Library building.
- Began development of a Local Area Network (LAN) for the Main Library to allow for networking of CD-ROM databases; the network will be part of city Wide Area Network (WAN) that will allow branch, school, office, and eventually home access to databases.
- Procured equipment and began process to expand Internet access to all branches.
- Initiated process to replace roof and upgrade interior appearance of Collins Branch; this will be completed in 1997.

### III. PUBLIC SAFETY

#### Police, Fire and Emergency Communications

##### 1997 Goals:

- Refine and implement the overall strategy of community policing to include: the establishment of regularly scheduled community meetings in all areas of the City; the assignment of supervisors to specific geographical areas to coordinate response to crime and neighborhood disorder; assigned route officers involvement in attending neighborhood meetings; the establishment of a City-wide problem solving model/strategy; the training of the Department personnel and the community in the mechanisms of the problem solving model/strategy; and the implementation of a reporting mechanism for neighborhood issues ensuring that proper actions are taken and feedback provided.
- Select and install a records management system capable of all analytical, operational and administrative functions.
- Issue a revised citizen complaint procedure to ensure all complaints of police misconduct are documented and investigated in a timely manner.
- Continue selective traffic enforcement in all neighborhoods of the City with special focus on high accident areas, heavy truck traffic, commercial vehicle inspection, pedestrian safety, crosswalk safety and child restraint regulations.
- Maintain and expand crime prevention efforts by coordinated efforts such as the funding of graffiti removal kits for neighborhoods, residential and commercial surveys in order to introduce "target hardening" techniques and neighborhood surveys.
- Implement City-wide efforts directed at bicycles to include theft prevention, registering of bicycles and enforcement of traffic laws and violations.
- Update and implement an in-service training curriculum. Create Department training bulletins with special emphasis on roll call training.
- Conduct continuous surveys of the emergency medical needs of the City to ensure that the Department provides the highest possible level of pre-hospital care. Continue to upgrade the EMS capabilities of all Fire Department units, particularly the neighborhood Engine Companies, which will permit units to provide rapid intervention in the event of medical emergencies.
- Begin the renovation of the quarters of Engine Company 2 and Ladder Company 3 in

Lafayette Square. Work is scheduled to start during the Spring of 1997. The exterior of the building including the roof, walls, metal work and tower will receive extensive repairs, restoring the usefulness and beauty of this building. The City has received a grant (\$100,000) from the State to assist with this historic renovation.

- Process applicants for 24 Reserve Firefighter positions, allowing the Department to send Recruits to the State Fire Academy in groups of eight (8) beginning with the September, 1997 Class.
- Acquire improved information systems for the Police and Fire Departments.
- Develop a community-based quality control program to improve the handling of non-emergency service-oriented telephone calls to the 911 Center.

#### 1996 Accomplishments:

- Reported crime registered a 12.1% decrease in calendar year 1996 when compared to calendar year 1995. This reduction follows decreases of 4.2% and 8.1% in the past two years respectively. The 1996 crime index of 4,935 crimes is the lowest total reported by the Cambridge Police Department to the Federal Bureau of Investigations Uniform Crime Reporting Program.
- Conducted a Drug Abuse Resistance Education (DARE) Program in all elementary schools. Over 650 students participated and graduated from the program. The Department also conducted child safety programs, with "Officer Caring," in third and fourth grades throughout the City.
- Continued selective traffic enforcement in all neighborhoods of the City with special focus on high accident areas, heavy truck traffic and crosswalk safety.
- Improved the information collection, analysis and dissemination of crime statistics through the dissemination of a quarterly Part One Crime Reports, Neighborhood Reports and Business District Reports. Improved the sharing of information to neighborhood citizens groups and the public-at-large of incidents of sexual assault.
- Enhanced warrant service delivery on felony offenses by planning and conducting, in coordination with appropriate agencies, two major warrant "sweeps" for violent criminal offenders. A "cold case" policy and procedure was drafted in order to review and re-investigate major unsolved felony cases from past years.
- Continued efforts in striving to maintain Cambridge as a "Domestic Violence Free Zone" by conducting Department-wide training in domestic violence, by establishing a collaborative

effort with the Cambridge-Somerville Elder Services in order to assist in the identification of domestic abuse among elders, and by maintaining a 35% on-scene arrest rate for incidents of domestic violence.

- Increased fire prevention education in the schools using funds from the State SAFE program. This State grant was used for a pilot fire prevention program in the Peabody School. An additional grant was received for 1997 which will allow the Department to improve the fire prevention program in all elementary schools.
- In responding to a structural fire, continued to achieve a four-minute response time for the first arriving Fire Department unit 95% of the time, and an 8-minute response for the entire fire alarm assignment 90% of the time.
- Finished construction and began initial operation of the City's Emergency Communications and 911 Center; consolidated police and fire dispatching; acquired a new Computer-Aided Dispatch system to speed emergency response; and installed an improved radio system for police.

### **Traffic, Parking & Transportation**

#### 1997 Goals:

- Complete Phase I of the Green, Franklin, Pearl garage rehabilitation project and develop plans and specifications for Phase II.
- Install two new signals at First and Thorndike Street and Concord Avenue and Alpine Street.
- Analyze phone volumes on the Traffic, Parking & Transportation Department's main telephone line and create a program to improve response time.
- Complete implementation of a complaint tracking system for the Department.
- Continue to implement changes to streamline the street occupancy and street closing permit process.
- Draft and implement new, comprehensive bicycle regulations. Areas where bicycling will be banned on sidewalks, in addition to Harvard and Central Squares, will be included.
- Continue working with major City initiatives including the Truck Advisory Committee and the Library 21 Committee.
- Increase efficiency of Departmental operations through increased use of computer resources:

implement hardware and software changes to bring the Department up to the new City computing standards; continue to computerize Department functions and records; create a computerized work order system for the Department; and utilize the NT server and the Geographic Information System.

- Continue customer service training for Department staff.

#### 1996 Accomplishments:

- Increased the public safety of our transportation facilities through initiation of a program to repair/upgrade pedestrian signals and the Green, Franklin, Pearl Garage. The development of plans and specifications for Phase I was completed.
- Supported the transportation needs of the City's residents, businesses, institutions and other City departments through the following actions: repainted bicycle lanes and added new lanes and guidelines; designed traffic calming measures in residential areas; reduced time taken to install new or replace meter poles and meter heads, and refurbished old meters.
- Continue to enhance the department's customer service orientation, through the provision of training for staff, and efforts to increase the percentage of residents who renew their resident permit by mail.
- Initiated development of a complaint tracking system for the Department.
- Increased the efficiency of the operations and procedures of the department: computerized the street obstruction and street closing permit process; completed renovations of offices at 57 Inman Street to improve service delivery to the public and support the Department's operating needs; and consolidated resident permit and parking ticket payments office into a single operating unit.

#### **Inspectional Services**

##### 1997 Goals:

- Review internal procedures associated with the review of plans for building permits with the objective of minimizing preventable problems that arise during construction and final inspection.
- Improve coordination with the Public Works Department and other City Departments on major project site plan review with the objective of insuring that connections to utility systems and public ways are properly addressed.

- Develop and implement a training program on grease and cooking oil control for restaurants, as required by consent order with State Department of Environmental Protection. Complete initial inspection of all restaurant grease traps.
- Continue improvements in the training and professional development of Department employees in the area of customer relations and in coping with stressful situations.
- Convert application forms for wiring, plumbing, gas, sprinkler, and mechanical permits to 4 part NCR forms so that permits can be issued upon application, saving processing and mailing costs and improving customer service.
- Continue to enhance voluntary training program for restaurants in safe food handling practices.

#### 1996 Accomplishments:

- Continued improvement in the training and professional development of Department employees. Conducted individual assessments to identify skills that need to be developed or enhanced.
- Completed the review of ISD permit application and related forms with the objective of insuring that forms are current and fulfill a necessary purpose.
- Developed and implemented a procedure to validate the accuracy of construction cost estimates (these estimates are the basis for the collection of over \$1.5 million in permit fees). Completed streamlining Departmental records by purging the housing complaint street file of dated and extraneous information.
- In order to expedite and facilitate the Board of Zoning Appeals (BZA) hearing process, improved support provided to the BZA by providing each member case summaries in advance of each meeting.

#### **License Commission/Consumer Affairs**

#### 1997 Goals:

- In conjunction with the acquisition of the Department's new personal computers, update our computer system and train all staff members on these changes; update the License Commission's information on the City's home page on the Internet.
- Streamline the Alcohol License renewal process to avoid application processing delays at the Alcoholic Beverages Control Commission.

- Facilitate a process to work with disposal companies and neighborhood groups to reduce the number of disposal truck-initiated noise complaints while beginning the process of licensing this type of business.
- Increase understanding of alcohol violations and the issues surrounding underage drinking through seminars and programs for licensees.
- Expand the use of the Cambridge Internet resources and of Cable TV as a means to inform and educate Cambridge residents of consumer issues and their individual consumer rights.
- Provide all members of the Cambridge City Council and all members of the state legislative delegation that represents Cambridge residents with regular information about consumer concerns and the potential impact of pending legislation on consumers' ability to obtain fairness in the marketplace, such as utility company restructuring and changes in item pricing legislation.

#### 1996 Accomplishments:

- Inspected 100% of all operating alcohol/common victualer restaurants.
- With regard to consumer complaints, improved complaint mediation through the increased use of student interns; increased consumer education efforts through the establishment of office hours at the new Senior Center and the provision of information on the Internet.
- Continue to encourage hackney licensees' responsiveness to the Cambridge community through a variety of actions: established three wheelchair accessible taxicabs operating in Cambridge (a fourth van will be operational by February, 1997); implemented the 9-year vintage rule (possible amendments to this rule will be considered in 1997); and, worked with the Police Department, to reduce Boston cabs illegally picking up passengers in Cambridge.

## **IV. COMMUNITY MAINTENANCE AND DEVELOPMENT**

### **Community Development**

#### 1997 Goals:

- Complete construction of Phase II of Central Square Improvements; work with Central Square Committee on establishing a management plan for the Square; continue to work with City Manager's Committee on sidewalk usage to develop sidewalk use guidelines. Complete Phase II facade improvement projects for Central Square.
- Complete improvements at the following parks: Silva Park, Cooper Playground, Riverside Press Park, Mt. Auburn Veteran's Memorial Plaza, and Quincy Square. Continue to work with Open Space Committee on completion of Park Inventory, Design Standards, City Landscape Beautification Program.
- Continue working with Railroad Safety Task Force and consultant to complete full design for grade separated crossings at the commuter rail line in North Cambridge.
- Work with the Public Works and Traffic, Parking and Transportation Departments to initiate the Porter Square/North Massachusetts Avenue improvement project. Continue to work with Porter Square Neighbors Association and the property owners of Porter Square Shopping Center on agreements contained in the Memorandum of Understanding for the renovations of Porter Square Shopping Center. Work with the North Cambridge neighborhood and the Planning Board on the rezoning of the IC/PUD district in North Cambridge.
- Work with Area IV Coalition to establish and implement public process to budget Area IV UDAG funds, including initial series of neighborhood workshops.
- Initiate public process for design guidelines for Riverside/Harvard edge at Banks Street.
- Develop recommendations and publish a plan for the revitalization of the Cambridge Street Corridor; implement a facade improvement program.
- Manage and provide staff support to the Interdepartmental Working Committee on Streamlining the Permitting Process, including making recommendations for streamlining specific permit applications, drafting a users guide to the City's permitting process, and exploring the feasibility of making some permits available through the Internet.
- Implement a \$4 million small business assistance loan pool by acting as a loan administrator, marketing the loan program, providing technical assistance to companies developing business plans, and closing loans.

- Monitor the implementation of the City's Development Agreement with University Park, including monitoring the construction of Phase II and overseeing the design of the next phase of improvements to the sidewalks and streetscape on Green Street and Landsdown Street.
- Interview manufacturers identified in the 1996 manufacturing survey and determine means by which the City can help retain employment in this sector.
- Work with representatives from the community, state agencies and other City departments to complete the designs for the enhancement of the Fresh Pond Corridor, pathway and landscape improvements on the Cambridge Common, improvement of traffic circulation in Cambridgeport and Lafayette Square/Massachusetts Avenue roadway improvements in coordination with DPW sewer improvements.
- Develop and launch new program specifically focused on the implementation of traffic, calming measures in response to requests from City residents and as elements or larger transportation planning projects.
- Continue work to reduce congestion and air pollution through continued implementation of the Vehicle Trip Reduction Ordinance, including efforts to reduce single-occupancy vehicle trips among private and public employees, targeted education efforts, infrastructure improvements, alternative fuel vehicle programs, and promotion of public transit.
- Develop a multi-year traffic safety and education plan in cooperation with the Police, Traffic, Parking and Transportation and School Departments.
- In connection with the MBTA Major Investment Study for the Urban Ring, work jointly with the other Urban Ring compact communities to provide planning data, evaluate modal and routing alternatives, and plan an extensive public process.
- Promote and document energy conservation opportunities and accomplishments within the City through participation in the EPA Green Lights/Energy Star Program.
- In collaboration with the Department of Human Services, implement a case management system to prevent the displacement of protected tenants through assistance in preserving existing tenancies, where possible, or relocation to other affordable housing in the community.
- Provide technical and resident organizing assistance to tenants and owners of the expiring use buildings to preserve affordability, including convening informational meetings for tenants in each building and discussing and implementing, if necessary, preservation strategies.
- Continue efforts to increase the supply of affordable housing through the CITYHOME program, including the redevelopment of the former Harvard Manor Nursing Home and other

housing development projects. Increase homeownership opportunities for Cambridge residents through buyer education and counseling, affordable financing, and homeownership development projects.

- Analyze and propose new housing policies and programs designed to generate additional resources to meet the need for affordable housing.
- Through the Lead-Safe Cambridge program, continue work to reduce the incidence of lead paint poisoning among young children by creating affordable, lead-safe housing and implementing an extensive outreach and education campaign. A new program element includes work with 50 community agencies to integrate poisoning prevention into their service delivery system.
- The Historical Commission, working with an advisory committee, will examine and develop measures to protect the historical character of the environment of Harvard Square, while accommodating appropriate commercial growth; recommendations will be forwarded to the City Council for consideration.

#### 1996 Accomplishments:

- Conducted baseline planning studies of the Cambridge Street corridor to profile conditions and economic activity, and identify opportunities for improving the corridor. Convened an advisory group of residents and businesses to advise on improvements to the Cambridge Street corridor. Designed a facade improvement program for Cambridge Street and developed a loan fund through the East Cambridge Savings Bank to support additional rehabilitation of buildings.
- Established an interdepartmental working group to review Department's findings related to streamlining permitting.
- Complete construction of Phase I Central Square Improvements and 60% of Phase II construction of the facade improvement program.
- Completed design and contract documents for Quincy Square Improvements. Completed improvements at Harvard Street Playground, Sennott Park, and Fletcher School Playground.
- Continued work with Railroad Safety Task Force and design consultant on initial design for pedestrian crossings over North Cambridge community railroad. Completed work with a consultant and City Manager's Committee on integrating new uses at Russell Field.
- Working with the Porter Square Neighbors Association and the property owners of Porter Square Shopping Center, developed vision and provided urban design, site planning and

transportation review for Porter Square Shopping Center.

- Initiated neighborhood study process for Cambridgeport and Strawberry Hill; published Neighborhood Study Reports for Neighborhood Nine; completed draft study report for Mid-Cambridge.
- Raised \$4 million for a small business lending consortium through local banks and designed a small business loan program in collaboration with the banks.
- Coordinated the University Park Development Agreement with the City, including monitoring the Phase II development proposal.
- Surveyed Cambridge manufacturers to improve understanding of this sector of Cambridge's economy and identify firms in danger of closing or leaving the City.
- Continued efforts to improve traffic circulation in Cambridgeport. Completed the CDAG public improvements, implemented phase one of the traffic calming measures and advanced design of landscaping and urban design for Layette Square. With the Cambridgeport Roadways Advisory Committee, completed conceptual design for the Cambridgeport roadway improvement plan.
- Reduced congestion and air pollution caused by motor vehicles by continued implementation of the Vehicle Trip Reduction Ordinance including the pedestrian and bicycle mobility program, educating City employees about transportation alternatives, and working with Cambridge employers to decrease the number of employees commuting to work in single occupancy vehicles.
- Secured almost \$30 million in federal funding to preserve the long term affordability of two buildings containing 575 units facing expiring federal use restrictions through sales to Cambridge non-profits, the only two projects in the state to receive funding this year.
- Finalized the agreement with Harvard University to preserve the affordability of over 25% of their formerly rent controlled property through a sale of 100 units at below-market prices to a non-profit and additional rent protection of 78 lower income tenants who continue to live in Harvard-owned property. Committed over \$3.1 million of City funds to meet the project's financing needs.
- Conducted outreach to over 1,500 lower income Cambridge tenants losing their rent control protections by the end of the year, including sponsoring a Housing Resource Fair, providing information and referral services, requesting cooperation and assistance from property owners, and coordinating interdepartmental responses to the termination of rent control.

- Increased the supply of affordable housing through the implementation of the CITYHOME Program, which includes three major components: 1) the Condo Buyer Initiatives; 2) a revolving loan fund providing low-interest financing for private property owners in exchange for a set-aside of affordable units; and 3) financial support for the acquisition of multifamily rental property by local non-profits. Continued to implement Lead Safe Cambridge De-leading Program.

## **Public Works**

### 1997 Goals:

- Reduce sick leave to 8.95 avg. sick days per employee. Reduce non-snow related overtime by 5%.
- Complete a 5-year recycling plan which includes programmatic, recovery rate, and cost-control efficiency goals.
- Complete construction of the East Cambridge Frisoli Youth Center.
- Implement a full service preventative maintenance program for the sanitary sewer and storm water collection system. Implement a program for removal of all illicit connections from the stormwater and sanitary sewer collection system. Complete the storm water management and inflow-infiltration planning program document.
- Develop and implement a collection system preventative maintenance program to improve the flow of water and the condition of water flowing into the Charles River. Remove 50% of all illicit connections of collection systems that outfall into the Charles River. Continue efforts on the Cambridge Storm Water Management Plan to improve the conditions in the Charles River
- Complete the scheduled maintenance program for tree pruning for each City tree on a four-year cycle.
- Complete all DPW Internet world-wide web home page information.
- Complete the materials inventory database and tracking system for all DPW Divisions.
- Complete renovations to 51 Inman Street for Human Services and the Election Commission. Complete the design work for phase II of Cambridge City Hall renovations.
- Design, bid, and manage construction of the Berkshire and Cedar Street traffic calming projects. Design, bid, and manage Chapter 90 State Highway Funds for roadway and sidewalk reconstruction in Cambridge.

- Implement all recommendations of the Graffiti Task Force that pertain to the DPW.

#### 1996 Accomplishments:

- Completed the Urban Forestry Street Tree inventory.
- Monitored construction of the East Cambridge Youth Center, the Central Square Streetscape project, and Contract II Sewer project.
- Completed the drainage system throughout the Cambridge Cemetery.
- Increased participation of client street tree program by 50%.
- Commenced plans for a Stormwater Management Program which will ensure environmentally sound water and minimize local flooding, as well as a complete Inflow-Infiltration Program which will result in decreasing water flow to regional treatment facilities resulting in reduced costs for residents.
- Established recycling facilities in 32 (of a total of 37) City government and public school buildings for all materials that constitute 5% or more of that buildings waste stream.
- Reduce sick leave to 9.32 avg. sick days per employee (from 9.71).
- Increased the efficiencies of Departmental operations through increased automation and tracking systems: a cost-accounting system based on the computerized work-order system; a sanitation route evaluation with the goal of being able to evenly distribute the tonnage picked up by rubbish trucks; and a database program to track the amount of street cleaning refuse and cost per mile for street cleaning.

#### **Water**

##### 1997 Goals:

- Conduct an independent review of the future water treatment plant design and construction schedule, with a primary objective of finding methods to reduce cost and to minimize the construction schedule.
- Obtain permitting for construction of the future water treatment plant which includes Department of Environmental Protection (DEP) approval. Prepare and issue contract bid documents for treatment plant construction. Select an interim work location for department staff during the construction cycle.

- De-commission existing water treatment plant and transition to Massachusetts Water Resource Authority (MWRA) water. The City will be supplied with MWRA water during the entire 2-1/4 year construction period.
- Prepare a water system and Fresh Pond Reservation management plan for the construction period which will address: managing reservoir water levels; monitoring water quality; and coordinating the use of the Fresh Pond Reservation.
- Continue an on-going public relations program to improve customer service and to increase public education in connection with general water works activities as well as the construction of the new water treatment plant.
- Finalize a Master Plan for the Fresh Pond Maintenance and Improvement Program. Complete water facility data conversion in conjunction with the City-wide GIS effort.
- Complete the dam emergency action plan and the community hazardous material response program. The emergency plans will be coordinated with the emergency management personnel from the numerous communities in our watershed.
- Update the Watershed Protection Plan to include sanitary surveys and complete the final phase of the GIS mapping program pursuant with the reauthorization of the Safe Drinking Water Act (SDWA). Complete phase 1 design for the reservoir facilities maintenance plan which encompasses the Hobbs Brook spillway, the Hobbs Brook gatehouse and the Stoney Brook gatehouse.
- Complete Black's Nook Improvement and the Kingsley Park Bridge Replacement Projects; both of these locations are entrances to the Fresh Pond Reservation.
- Obtain permits for the installation of watershed stream gauging stations. These stations will provide vital source water quality information.
- Finalize the Fresh Pond groundwater monitoring program; this program is needed to monitor the movement and quality of groundwater adjacent to the Fresh Pond reservoir.
- Complete phase 1 development of the Cambridge Watershed Business Partnership Program.
- Assemble an Automated Meter Reading (AMR) Steering Committee for the purposes of assessing and ultimately selecting an AMR system.
- Continue to make pipeline system infrastructure improvements: rehabilitate water mains in conjunction with DPW sewer separation projects; eliminated lead water services; upgrade water meters and improve fire protection; and complete investigation of the Stony Brook and

Payson Park transmission lines. Implement computerized pipeline hydraulic model for system analysis and decision support for pipeline replacement.

- Complete development of a water works infrastructure database, depicting meters, hydrants, valves and water services.
- Develop a vehicle maintenance cost tracking system and vehicle replacement program.

#### 1996 Accomplishments:

- Acquired approval from the MWRA for the City to discharge residuals into MWRA sanitary system. Continued negotiations with the MWRA on a water agreement. The concept of a water exchange agreement in lieu of payment for water during construction of the future water treatment plant was rejected by the MWRA. MWRA's position at the time of negotiation was to sell the City water at the prevailing water rates. Efforts are underway to justify special consideration for a price reduction in the cost for MWRA water during plant construction.
- Continued an on-going public relations program to improve customer service and increase public education. A Customer Service Survey Form was developed and issued to identify where improvements can be made. Also, informational news briefs have been developed and shared with the public through various media formats.
- Awarded the final design contract and completed preliminary final design for the construction of the future water treatment plant. An independent architectural peer review committee was assembled and an artist was retained to work with the treatment plant design consultant. Acquired the Environmental Notification Form (ENF) permit from the Secretary of Environmental Affairs pursuant with the Massachusetts Environmental Policy Act (MEPA).
- Completed a conceptual pilot design for the Fresh Pond Shoreline Improvements Program. The design will address the shoreline immediately adjacent to the location of the future water treatment facility.
- Continued to make improvements to the pipeline system infrastructure by: replacing 1/6 miles of water main, eliminating 176 lead services, renewing 113 main line valves, upgrading 689 meter locations and replacing 66 hydrants.
- Incorporated the elimination of the Worthington Street manifold into the design of the future water treatment plant. Elimination of this piping system will improve system reliability and integrity.
- Performed the preliminary investigation of the Stony Book and Payson Park transmission

lines. The investigation revealed two leaks on the 63" diameter concrete conduit of which were repaired. This vital pipeline conveys water from our up-country reservoirs to Fresh Pond.

## V. HEALTH & HUMAN SERVICES

### Human Services

#### 1997 Goals:

- Expand implementation of "Understanding Disabilities" curriculum in the Cambridge Public Schools system, in cooperation with the School Department and Vinfen Corporation.
- In conjunction with the School Department, implement the recently established management plan for the War Memorial facility.
- Through the collaborative efforts of the Recreation and Child Care divisions, implement a pilot inclusionary after-school child care program.
- Expand recreational opportunities at the Mayor Thomas W. Danehy Park including a water play feature, croquet courts, sand volleyball courts and an upgraded dog run. Continue systematic improvements to extensively used fields to ensure quality playing surfaces, with renovation this year of an additional field.
- Provide targeted outreach to senior citizens of various ethnic and cultural backgrounds who may be financially eligible for Senior Food Pantry services but are not currently accessing them due to cultural barriers.
- Research and begin development of a "Reassurance Network" for Cambridge elders which will provide regular and ongoing personal connections for those who are isolated or at-risk.
- Develop and implement a transitional plan for the opening of the Frisoli Youth Center in East Cambridge.
- Continue discussions with the West Cambridge community regarding the West Cambridge Youth Center.
- In collaboration with the Cambridge Public Schools, implement the Fletcher Community Partnership for Extended Care and Learning, funded through the Danforth Foundation.
- Develop and implement a curriculum that will increase the level of civic knowledge and participation among adult basic educational students at the Community Learning Center.
- Increase literacy services targeted to homeless adults.
- Pilot a computer link between the Bureau of Pupil Services of the Cambridge Public Schools

and the King Pre-School for purposes of enhancing communication and support for children with significant special needs enrolled in pre-school.

- Develop and distribute 5,000 copies of a pocket referral guide to alcohol, tobacco and other drug services.
- Create an interactive web page on the Internet with information about Cambridge area substance abuse prevention programs.
- Collaborate with the Cambridge Public Health Commission (CPHC) to integrate substance abuse prevention into the CPHC's managed health care system.
- Develop and implement at the Multi-Service Center a case management program for households with children and elderly or disabled persons in need of housing or services as a result of the lost of rent control.

#### 1996 Accomplishments:

- Worked with residents of the Harrington and Kennedy neighborhoods and other City departments as construction began on the new Frisoli Youth Center serving the East Cambridge and Wellington-Harrington neighborhoods.
- Maintained the current number of adult literacy and English as a Second Language classes and instructional hours despite the uncertainties of federal and state funding.
- Working with the Department of Public Works, commenced development of a new computerized permit process for all uses of city parks and fields to facilitate maintenance planning as well as generation of schedules of events.
- Increased the number of placements of Multi-Service Center individual clients into transitional and permanent housing by a third.
- Developed and implemented a program to measure the level of customer satisfaction with different Human Services Department programs: Community Learning Center, Council on Aging, Childcare, Recreation and Community Schools.
- Working with safe neighborhood/crime watch groups and other city agencies, provided training for community residents in crime prevention, women's and seniors' safety, and domestic violence; this work will continue in 1997.
- Through collaborations with other city and nonprofit agencies, expanded opportunities for Cambridge residents to engage in family literacy activities at the Community Learning Center

and at the Center for Families.

- Worked to expand the nonpublic resources for scholarship funds for child care and develop a public education campaign on children and family issues by initiating an RFP process to establish a bank affinity credit card with a percentage of charges to fund child care scholarships.
- Began development and implementation of a work-readiness and career exploration curriculum at the Youth Centers focused especially on computer literacy to increase youths' employability. Created linkages between the Youth Centers and the Youth Employment Center at CRLS to permit sharing of information and referral resources.
- Continued implementation of Department-wide training and professional development opportunities for all staff utilizing internal resources as well as those offered City-wide.
- Collaborated with The Cambridge Hospital Community Health Network, the Cambridge Public Schools and the Harvard School of Dental Medicine to plan the implementation of the Cambridge Children's Dental Health Project for children from birth through grade 8; this will be fully operational in 1997.
- Expanded existing multicultural programming at the City-wide Senior Center to incorporate targeted programming for Latino seniors and integrated members of existing ethnic based programs into general center activities.
- Developed intergenerational programs for Cambridge seniors and youth at different locations throughout the City.
- Began collaborative planning to implement inclusionary after-school programming for school age children.
- Developed an "Understanding Disabilities" awareness curriculum for use with children in the Cambridge Public Schools.
- Began data collection and the development of tracking mechanisms for workforce demographics and for tracking Cambridge residents' experiences in employment and training programs.
- Continue development and implementation of a plan for the integration of technology into the Community Learning Center's programs.

## **The Cambridge Hospital Community Health Network**

### 1996 Accomplishments:

- Completed formation of a public authority which enables TCHCHN to maintain its community and public health mission but allows it flexibility in hiring, purchasing, contracting, and affiliating with other health care partners.
- Submitted Public Health Assessment to City Manager and City Council January, 1997. Activities in Cambridge addressing major public health issues to be submitted by the end of February, 1997.
- Completed merger with Somerville Hospital.
- Identified integrated service delivery network to serve partner which shares our vision of building a healthier community and our philosophy of locally owned and accountable health care services. Initiated discussions between two tertiary networks with plans for affiliation agreement in 1997.
- Identified site on Gore Street for new East Cambridge Neighborhood Health Center.
- Initiated several cost reduction efforts and have reduced costs by 4%.
- Continue process to determine future direction of Neville Manor. Initiated Request-For Proposals process in November, 1996; proposals are due in February, 1997.
- Hired Chief Public Health Officer to work with City Departments on community health initiatives; participated in city-wide domestic violence initiative.
- Expanded Network Health Plan to include services provided at The Cambridge Hospital, Somerville Hospital, and eleven neighborhood health centers. Enrollment increased to approximately 4,000.
- Implemented over 400 new improvement projects across the Network.

## **I. EDUCATION**

### **Improving Learning and Student/Achievement**

- Improved standardized test scores, and use of authentic assessments.
- Present plan for new CRLS schedule, curriculum and graduation requirements for implementation in Fall 1997.
- Review and develop plan to address equity and equal access for all students; lower high school course failure rate.
- Continue and enhance Focus School effort.
- Introduce next phase in Curriculum Frameworks cycle.
- Implement new measures to improve academic achievement of black students.
- Continue Bilingual Grant initiative.
- Plan implementation for International Baccalaureate Program.
- Update TECH 2000 plan.
- Plan and design Alternative Secondary Program to address needs of at-risk students.

### **Enhancing the Quality of Teaching**

- Continue and strengthen Professional Development effort.
- Develop and implement new evaluation process in conjunction with the Cambridge Teachers Association an adjunct to the contract.
- Support mentoring, coaching and team teaching efforts.
- Continue evaluation of all Principals under 2<sup>nd</sup> year of new contract.
- Restructure Modern Languages/Bilingual Department.
- Maintain current grant levels, and seek new grant sources and opportunities.
- Align curriculum to address goals of the new Massachusetts Educational Assessment Program

(MEAP) and California Achievement Test (CAT).

- Implement use of Multicultural Self-Assessment in at least two new schools.

### **Continuing the Education Reform Process**

- Complete work on the high school schedule by Fall, 1997 to meet new State Time and Learning Requirements.
- Strengthen School Improvement Plan process with new planning models and school council input; align with system and statewide goals.
- Prepare teachers and students for newly revised Massachusetts Educational Assessment Program (MEAP) test.
- Continue de-tracking and review grouping practices at CRLS.
- Continue to provide professional development as required by state for teacher re-certification.
- Review Cambridge teacher guidelines to match with State Teacher Evaluation Standards.
- Implement selected budget suggestions from "small group feedback" process to further decentralize budget management.

### **Making the Parent/Family Partnership More Effective**

- Refine reorganization of Family Information Center.
- Institute goals/recommendations of Family Involvement Study Group.
- Work to renew and revitalize role of family liaisons.
- Broaden outreach and communication to families and community.
- Introduce new newsletters, brochures; collaborate with Cambridge Partnership for Public Education on a new Parent Handbook.
- Establish a City-wide Family/Parent Advisory Committee.

### **Strengthening Community Partnerships**

- New initiatives with Cambridge Partnership as part of 10<sup>th</sup> Anniversary Celebration.

- Expand collaborations with private businesses, corporations and other agencies.
- Implement Kids' Council City Health Indicators Project.
- Begin second phase of Health Leadership Forum activities around Student Health Survey (to be administered this Spring.)
- Expand "Bunker Hill Comes to Cambridge" Program.
- Serve as partner in new City-wide Domestic Violence Initiative.
- Continue collaboration with Traffic, Parking & Transportation Department on safety issues around schools.
- Collaborate with United Methodist Church and other denominations to provide programs and strategies to aid K-12 students (mentors, tutoring, etc.)

#### 1996 Accomplishments:

- Presented comprehensive report on Successful African American Males in the Cambridge Public Schools at the School Committee Meeting on November 19, 1996, and variety of public forums. Established task force to implement recommendations for Successful African American Male Report.
- Designed strategies and approaches to improve student achievement in Language Arts, Mathematics, Science and Social Studies.
- Completed draft of Social Studies curriculum framework.
- Continued to design and implement strategies for restructuring of Cambridge Rindge and Latin High School.
- Presented report on the Middle School Concept at the School Committee Meeting on December 17, 1996.
- Developed comprehensive two-year School Improvement Plan for each school.
- Conducted City-wide forums to introduce Long Range Facilities plan.
- Continued to emphasize gender equity issues for girls in selected sports.
- Continued to increase outreach to local agencies and organizations in the community that

address student health needs.

- Continued to emphasize Early Literacy Programs in the primary grades.
- Continued to seek federal, state and local funds to institute new program innovations; the Cambridge Public Schools is the recipient of the Danforth Grant for Fletcher Elementary School.

## **CAPITAL IMPROVEMENTS**

The City continues an aggressive capital improvement program. Capital improvements over the next few years will focus on the following:

- Funding for the REACH project at The Cambridge Hospital, to be supported by Hospital revenues.
- Continuation of the Sewer Separation Project, to be supported by sewer revenues and a State loan program.
- Continued rehabilitation of existing City buildings and fire stations, including the removal of architectural barriers.
- Renovation of schools, 90% of costs currently reimbursed by the State.
- Completion of the final design and commencement of construction of the new Water Treatment Plant. Major water main repair and replacement will continue. All these projects will be supported by Water revenues.
- Street reconstruction, and other improvements to be supported by the Commonwealth's Chapter 90 and TIP funds.
- Continued investment in the development of affordable housing.
- Completion of a conceptual design for the expansion and renovation of the Main Library.
- Development of a plan for the renovation/reconstruction of Police Headquarters.
- Continuation of Open Space improvements.
- Traffic calming, streetscape improvements, energy conservation efforts, and the replacement of vehicles and large pieces of equipment.

MANAGER'S PERFORMANCE APPRAISAL  
CAMBRIDGE, MASSACHUSETTS

PART I: PERFORMANCE APPRAISAL

Rating Scale

Definitions

- 1. Superior  
Consistently performs above and beyond what is expected of a person in the position.
- 2. Excellent  
Consistently meets expectations and often exceeds them.
- 3. Satisfactory  
Performs at a level expected of a person in the position.
- 4. Needs Improvement  
Performance falls short of what is expected for a person in the position.
- 5. Unsatisfactory  
Consistently fails to meet minimum performance expectations.

Please appraise the manager's performance on the following criteria (using the rating scale above) by circling the appropriate number. If you have too little information to make an appraisal don't circle any number.

A. Decision Making

R A T I N G

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Collects adequate information before making decisions. | 1 | 2 | 3 | 4 | 5 |
| 2. Does not delay important decisions.                    | 1 | 2 | 3 | 4 | 5 |
| 3. Does not allow pressure to cause hasty decisions.      | 1 | 2 | 3 | 4 | 5 |
| 4. Explains reasons for decisions to persons affected.    | 1 | 2 | 3 | 4 | 5 |
| 5. Uses authority wisely and equitably.                   | 1 | 2 | 3 | 4 | 5 |

R A T I N G

- |    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 6. | Gives others an opportunity to differ with his/her proposals and to submit alternatives. | 1 | 2 | 3 | 4 | 5 |
|----|--|---|---|---|---|---|

Overall Rating: Decision Making

1            2            3            4            5

Comments:

B. Leadership

- |    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
| 1. | Plays a critical role in creating a vision and a sense of direction for the City.  | 1 | 2 | 3 | 4 | 5 |
| 2. | Provides creative initiatives and policy insights from which council legislation can be drafted and adopted, if so judged, by Council members. | 1 | 2 | 3 | 4 | 5 |
| 3. | Assigns and coordinates program responsibility among operating departments.  | 1 | 2 | 3 | 4 | 5 |
| 4. | Creates a climate within City Hall that is challenging and motivating to the staff.  | 1 | 2 | 3 | 4 | 5 |
| 5. | Delegates authority to staff appropriate to their position.  | 1 | 2 | 3 | 4 | 5 |
| 6. | Gives staff and department heads appropriate direction and supervision.  | 1 | 2 | 3 | 4 | 5 |
| 7. | Monitors departmental productivity and balances available resources among competing or overlapping functions.                                  | 1 | 2 | 3 | 4 | 5 |
| 8. | Plays a proper and effective leadership role as a spokesperson for the City administration.  | 1 | 2 | 3 | 4 | 5 |

Overall Rating: Leadership

1 2 3 4 5

Comments:

C. Financial Management

R A T I N G

- |  |   |   |   |   |   |
|--|---|---|---|---|---|
| 1. Does a thorough job of preparing, managing and monitoring the adopted budget.                                   | 1 | 2 | 3 | 4 | 5 |
| 2. Presents a budget that reflects the priorities of the City Council.   | 1 | 2 | 3 | 4 | 5 |
| 3. Oversees critical financial control, accounting and debt management functions.                                  | 1 | 2 | 3 | 4 | 5 |
| 4. Presents complete and timely financial information to the Council.  | 1 | 2 | 3 | 4 | 5 |
| 5. Effectively forecasts the financial condition of the City and develops long-range plans to meet that condition. | 1 | 2 | 3 | 4 | 5 |

Overall Rating: Financial Management

1 2 3 4 5

Comments:

D. Personnel Management

- |   |   |   |   |   |   |
|---|---|---|---|---|---|
| 1. Insures the development and implementation of effective personnel systems for recruitment, hiring, pay evaluation, training and discipline of all employees. | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|

R A T I N G

2.	Makes high-quality appointments to top-level management positions.	1	2	3	4	5
3.	Provides leadership and direction in labor contract negotiations and contract management.	1	2	3	4	5
4.	Effectively uses contract negotiations to improve departmental operations and the quality of work life for employees.	1	2	3	4	5
5.	Creates a diverse workforce and the means for its success.	1	2	3	4	5
6.	Requires department heads and employees to maintain a high standard of ethics and integrity.	1	2	3	4	5

Overall Rating: Personnel Management

1 2 3 4 5

Comments:

E. Relationships with the City Council

1.	Is knowledgeable of and sensitive to Council members' needs.	1	2	3	4	5
2.	Anticipates policy issues and emerging problems and alerts the Council at an early stage.	1	2	3	4	5
3.	Provides necessary information to the Council well enough in advance to allow for informed decisions.	1	2	3	4	5
4.	Keeps Council informed of progress and problems on important matters.	1	2	3	4	5
5.	Acts promptly upon the policy directives of the City Council and insures there is adequate follow through.	1	2	3	4	5
6.	Responds fairly and equitably to individual councillors.	1	2	3	4	5

Overall Rating: Relationship with Council

1 2 3 4 5

Comments:

Relationship with the Public:

R A T I N G

	1	2	3	4	5
1. Is knowledgeable and sensitive to citizen needs and concerns.	1	2	3	4	5
2. Is accessible to the public.	1	2	3	4	5
3. Uses an effective process for responding to day-to-day constituent requests.	1	2	3	4	5
4. Is in tune with and responsive to the needs of neighborhood and community groups.	1	2	3	4	5
5. Responds effectively to cultural and racial differences within the community.	1	2	3	4	5

Overall Rating: Relationship with the Public

1 2 3 4 5

Comments:

Relationship with Other Officials and Agencies

1. Maintains effective working relationships with:

City department heads & staff	1	2	3	4	5
The School Department	1	2	3	4	5
Important state agencies	1	2	3	4	5
Important federal agencies	1	2	3	4	5

R A T I N G

- |    |   |   |   |   |   |   |
|----|---|---|---|---|---|---|
|    |   | 1 | 2 | 3 | 4 | 5 |
| 2. | Maintains effective working relationships with City boards and commissions. |   |   |   |   |   |
| 3. | Makes appropriate and high-quality appointments to boards and commissions.  |   |   |   |   |   |

Overall Rating: Relationships with Other Officials and Agencies

1 2 3 4 5

Comments:

F. Personal Qualities

- |    |  |   |   |   |   |   |
|----|--|---|---|---|---|---|
|    |  | 1 | 2 | 3 | 4 | 5 |
| 1. | Is innovative and amenable to change.                      |   |   |   |   |   |
| 2. | Defends convictions and principle in the face of pressure. |   |   |   |   |   |
| 3. | Maintains high standards of ethics and integrity.          |   |   |   |   |   |
| 4. | Demonstrates skill in communicating with various groups.   |   |   |   |   |   |
| 5. | Attends to professional development needs.                 |   |   |   |   |   |

Overall Rating: Personal Qualities

1 2 3 4 5

Comments:



# City of Cambridge

## Special City Council Meeting

February 6, 1997

6:30 P.M.

### AGENDA

1. Call of the meeting
2. Public Comment
3. City Council discussion

#### Materials

Evaluation Form

City Manager's goal and objectives

Goals and Objectives Developed with Roberta Miller November, 1996  
(Framework)

1996 meetings of Government Operations Committee

Maintain

Public Safety

Neighborhood Cohesion

Mix - diversity - socioeconomic, cultural, racial, business, intellectual

Efficient/Effective Services

Increased access and better enforcement

Coordinated response

Fiscal Stability

Immediate Needs

Housing Short Term - existing tenants, expiring use

Longer term - mix of housing - who lives in Cambridge

Infrastructure

Police

Library

two Schools

Sewer/water

Facilities for elderly and assisted living

Programmatic Focus

Youth (faith in high school system, safety zones for schools, junior college, family festivals, preschool children)

Transportation/Traffic

Sustainable Growth Policy/Planning

Redevelopment Issues

To keep in mind in all programmatic issues: trees, the natural environment, historic preservation, an "arts city".

Issues Requiring Systemic/Coordinated Responses

Domestic Violence

AIDS

Drugs

Themes Running Through All Enumerated Goals

Get the Story Out - cable show, cops show, PR person, architectural history, electronic media

Community Input - activated and involved citizenry.

Workforce Training - continued diversity development

Public Safety

Top Priorities

1. Housing

2. Infrastructure

3. Get the Story Out

Team Success

- . 49th Safest City - Money Magazine
- . Things are happening
- . Concrete accomplishments, parks, senior centers
- . Capital plan - long range and simple for public
- . Bench marks to measure success
- . Council to grow - respect, dignity, leaders in City as demonstrated
- . Progress on housing; protecting existing tenants
- . Not harm City
- . Mutual respect, shared goals
- . City Council and City Administration working together
- . Choose five goals and accomplish them
- . Identify several top priorities and work together to achieve them
- . Recognizing strengths and weakness on the team and moving forward

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62AS