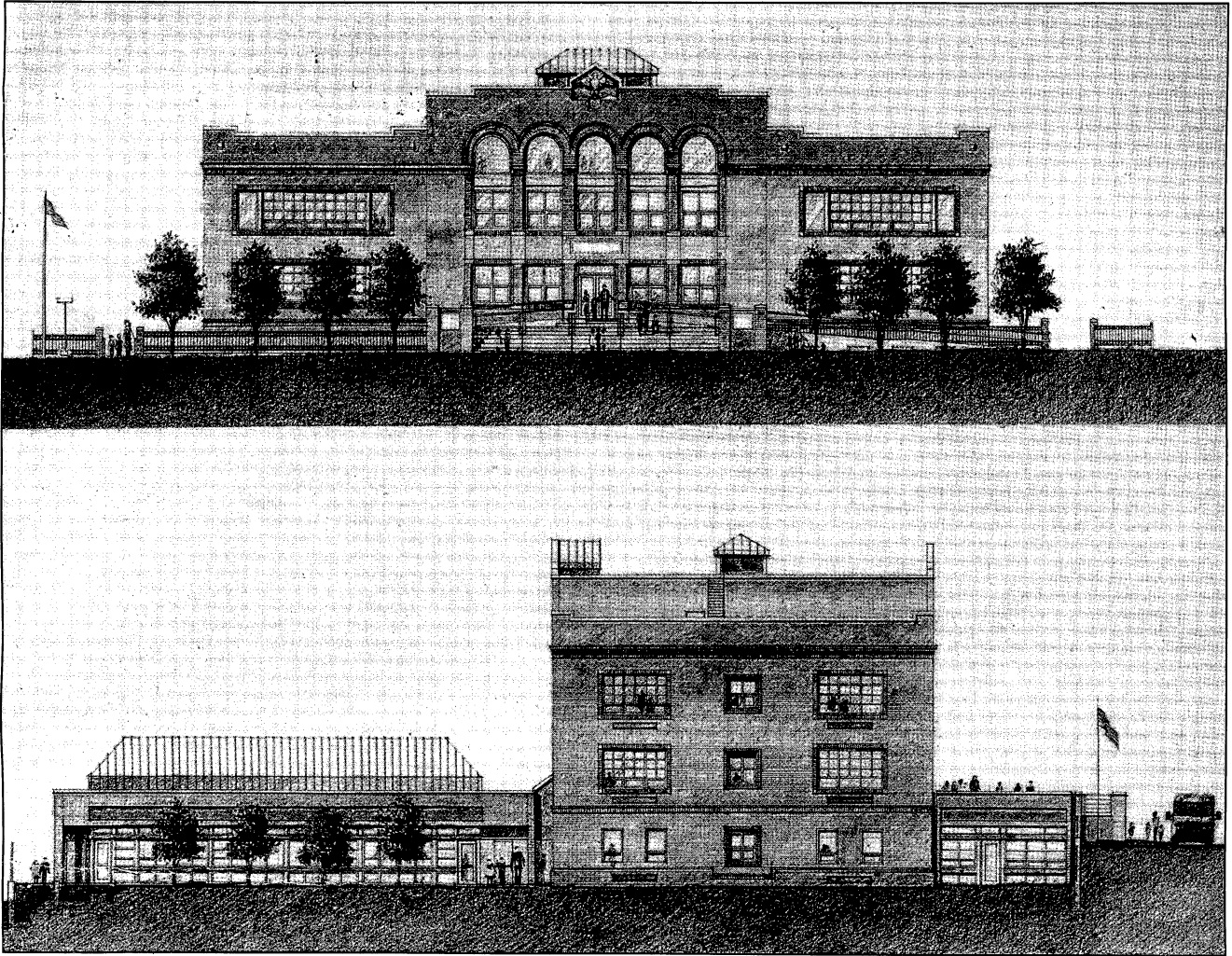


ANNUAL REPORT

1993 - 1994



City of
CAMBRIDGE, MASSACHUSETTS

FRONT COVER PHOTO

The Haggerty School, located on Cushing Street in West Cambridge, is the first totally new elementary school to be built in the City in over two decades. Constructed at a cost of \$9.1 Million, it is expected to open in early 1995.

Printed on recycled material

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CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300
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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

To the Honorable, the City Council,
Residents and Taxpayers of Cambridge:

On behalf of the City of Cambridge, its employees and the distinguished members of the City Council, I am pleased to present to you the City of Cambridge's Annual Report for the Fiscal Year beginning July 1, 1993, and ending June 30, 1994. I believe you will find this Annual Report both interesting and informative as it recapitulates the accomplishments and achievements of the City for Fiscal Year 1994.

The City continues to be in sound financial condition as demonstrated by a healthy increase in the year end annual general fund balance and the retention of the City's strong Aa¹ credit rating. The improvement in year end balance was largely the result of the collection of over \$5,000,000 in delinquent property taxes. The improved tax collections as well as increases in other revenue sources such as the Hotel/Motel tax and the motor vehicle excise tax are reflective of the overall improvement of both the region's and the City's economy. For more information on the City's finances, I urge readers to obtain a copy of the City's Comprehensive Annual Financial Report.

The City's strong financial position continues to allow the City to provide a wide array of programs and services to our residents. Throughout this report the reader will find detailed narratives discussing those programs. The section below highlights some of the particularly noteworthy achievements of FY94.

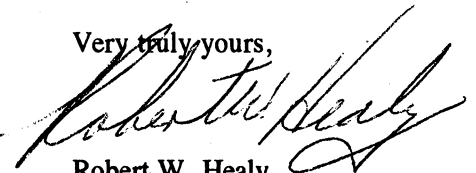
- Cambridge continued its commitment to protect and improve the health of the community in FY94. The Cambridge Hospital, nationally recognized for its innovative neighborhood health care system, saw the official opening of the Riverside Neighborhood Health Center thereby making quality health care more accessible to the residents of Cambridge. Furthermore, both the Health and the Human Services Departments received substantial State grants from revenue generated from the cigarette tax, for education on and prevention of tobacco use, and to provide cessation programs for smokers who are trying to quit. Recognizing the hazards of second hand tobacco smoke, the City Manager, by executive order, declared a smoking ban in all city-owned public buildings.
- Cambridge was one of eight communities nationally to receive a major grant to address lead in the City's housing stock; the Community Development Department successful secured a \$3.34 million grant from the Department of Housing and Urban Development for a new home deleading program. Community Development also served as a national leader in the innovative implementation of the Federal HOME Program, which has provided \$1.9 million to the City for affordable housing development.
- In FY94, our school system continued to receive local and national recognition. The school received a three-year, \$1.8 million grant from the National Science Foundation which is one of the largest grants the school has ever received. The focus of the grant is on training classroom teachers in science education and improving science instruction in grades K-9. The national media also recognized Cambridge schools: In September, 1993 ABC's "This Week With David Brinkley" broadcast a show on school choice that featured interviews with Cambridge parents; in addition, ABC's "Nightline" anchor Ted Koppel interviewed the Assistant Superintendent on the Algebra Project. FY94 was also the first year under the Massachusetts Education Reform Act. This Act delegates more authority to the Superintendent and school principals, and under the Act, each elementary school formed a School Improvement Council which elected parents and teachers to develop improvement plans for the their respective schools.
- Cambridge also continues to place a high priority on public safety. The Cambridge Police added 37 sworn officers in FY94. Additionally, 13 officers were relieved from administrative duty by hiring civilians and redeploying them

to the street. This brought the total FY94 increase of sworn police officers on the street to 50. Moreover, the Fire Department increased the number of uniformed fire fighters by 30.

- Significant progress was made in the area of emergency communications. The City hired its first Emergency Communications/911 Director, and began planning efforts to merge police, fire and emergency medical dispatching into one consolidated dispatch center. Included in this project as well is the improvement of public safety computer technology and police radio communications.
- Demonstrating its commitment to the employment of Cambridge residents, this year the City officially established the Workforce Development Program. The primary goal of this program is to enhance and expand employment and training services to Cambridge residents through a variety of mechanisms. The Program is also responsible for the operation of the Citywide Youth Employment Office which, in partnership with local business, works to expand employment and career opportunities for Cambridge youth. The Office is responsible for the operation of the Cambridge Youth Employment Center (located at the Cambridge Rindge and Latin High School) which acts as a direct link to graduating youth entering the workforce.
- The City continued its commitment to environmental preservation through the official establishment of the Environmental Program. The program coordinates environmental planning, programming and response among City Departments. The Environmental Program is also responsible for the coordination and implementation of the City's Vehicle Trip Reduction Ordinance which is aimed at improving air quality for the City.

I would like to take this opportunity to thank the residents of Cambridge, its employees, and the distinguished members of the City Council for their dedication and commitment in keeping Cambridge a fiscally sound city while still offering the level services on which Cambridge residents have come to depend.

Very truly yours,



Robert W. Healy
City Manager



**City Council
1993 - 1994**

Front row, left to right, Councillors Katherine Triantafillou, Vice Mayor Sheila T. Russell, Mayor Kenneth E. Reeves, Kathleen L. Born. Back row, left to right, Jonathan S. Myers, Michael A. Sullivan, Francis H. Duchay, Timothy J. Toomey, Jr., William H. Walsh.



**City Council
1992 - 1993**

Front row, left to right, Councillors Walter Sullivan, Sheila T. Russell, Alice K. Wolf, Mayor Kenneth E. Reeves. Back row, left to right, Timothy J. Toomey, Jr., Vice Mayor Edward N. Cyr, Jonathan S. Myers, William H. Walsh, Francis H. Duchay.



**School Committee
1993 - 1994**

Left to right, Committee members: Henrietta Davis; David Maher, Vice Chair; Fred Fantini; Mayor Kenneth E. Reeves, Chair; Robin Harris; Joseph Grassi; Denise Simmons.

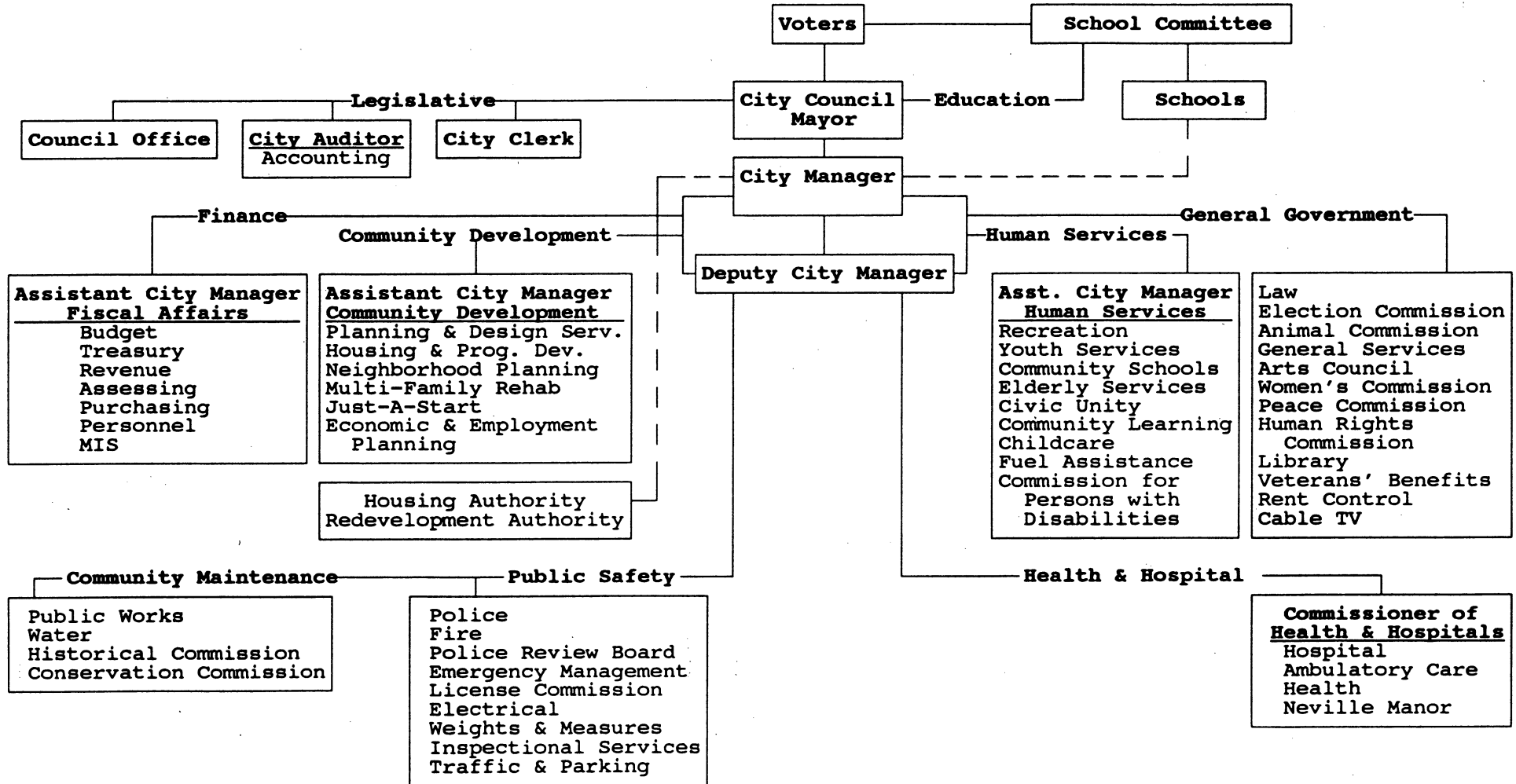


**School Committee
1992 - 1993**

Front row, left to right, Committee members: Denise Simmons; Mayor Kenneth E. Reeves, Chair; Henrietta Davis. Back row, left to right, Fred Fantini; Larry Weinstein, Vice Chair; James Rafferty; David Maher.

ORGANIZATIONAL CHART

City of Cambridge, Massachusetts



A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in southeast Middlesex County across the Charles River from the City of Boston. The City is bordered by the Towns of Watertown and Belmont on the west and the Town of Arlington and the City of Somerville on the north, and occupies a land area of 6.26 square miles. According to the US Bureau of Census, the City's estimated population in Calendar year 1990 is 95,802, down from a 1950 peak of 120,740.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a town in 1636 and became a city in 1846. Since 1940, the City has had a council-manager form of government with nine City Councilors elected at-large every two years.

Cambridge is widely known as a University City. Harvard, America's oldest University, was established here in 1636, six years after the City itself was founded. It is also home to Radcliffe College, Lesley College, Cambridge College, and the Massachusetts Institute of Technology. Over one-fourth of its residents are students, and over one in six of all jobs are in these institutions. Yet Cambridge is more than a college town. It features blue collar workers and professionals, political activists, street musicians, and immigrants from around the world.

- Cambridge residents live closely together; only six US cities with a population over 75,000 are denser (Source: 1990 US Bureau of Census).
- Cambridge is a city of 13 neighborhoods, ranging in population from 582 (Cambridge Highlands) to 13,006 (Mid Cambridge) (Source: 1990 US Bureau of Census). Most neighborhoods have their own political and community organizations. Residents often participate vocally in City debates.
- Cambridge is diverse ethnically. Seventy-five percent of all residents are white; 14% are black; 8% are Asian; and 3% are other races, including American Indian. Seven percent (7%) of all residents are of Hispanic background (Source: 1990 US Bureau of Census).
- The fastest growing sector of the economy is the medical and biotechnical area, including biotechnology firms, hospitals, medical laboratories and medical instrument makers. Employers in this group grew by an average rate of 112% between 1987 and 1990 (Source: 1991 City of Cambridge).
- Median 1989 family income was \$39,990, compared to \$17,845 in 1979. In 1989 dollars, this is an increase of 25%. Median household incomes rose from \$14,211 to \$33,211, a growth of 30% when corrected for inflation. Seven percent (7%) of all families have incomes below the poverty line (Source: 1990 US Bureau of Census).
- The local housing stock contains 41,979 units. Average household size in 1990: 2.08 persons/household (Source: 1990 US Bureau of Census).
- Cambridge is a city of renters. Seventy percent of all households are rented; 30% are owned. Nearly 13% of all homes are single family; 36% contain 2-4 dwelling units; 13% have 5-9 units. The 38% remaining are in buildings of 9 or more units. Twelve percent (12%) of all units are publicly owned or subsidized (Source: 1990 US Bureau of Census; Goetze, Cambridge Housing Challenges).
- Housing costs have risen locally. The median price for a one-to-three family home in 1981 was \$84,550; in 1991 it was \$200,000. Condominium median price was \$160,000 in 1991, up from \$37,000 in 1981. The average rent in 1990 was \$632 (Source: Banker and Tradesman, 1990 US Bureau of Census).
- Nearly two thirds of all local jobs are in services (64%). Service employment is dominated by education, health services and business services, including research and computer/software services. Fifteen percent (15%) of all jobs are in the retail and wholesale trade; 7% are in manufacturing. Other major employers include: government, finance, insurance and real estate, and transportation. The largest employers in Cambridge include Harvard University, MIT, Polaroid, Draper Labs, Mt. Auburn Hospital and Lotus Development (Source: 1990 City of Cambridge).
- Many Cambridge residents work in professional and managerial occupations (47%); another 31% work in technical, sales and clerical positions; 11% work in service occupations; and 11% work in blue collar trades such as precision production, craft, repair and machine operations (Source: 1990 US Bureau of Census).
- Though famous for education, Cambridge is also an industrial city. The first ladder factory in America was built here. Other factory "firsts:" piano keys, reversible collars, waterproof hats and mechanical egg beaters.
- Cambridge remains an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence, optical instruments, advanced materials and biotechnology.

Office of the Mayor

What the Mayor Does - An Overview

Whether so intended or not, the function of the Office of the Mayor of Cambridge is a full time endeavor. The citizens of Cambridge have high expectations of their elected officials, and rightfully so. Cantabrigians expect, for one, that their elected officials be accessible, and visible in the community. Our form of government in the City of Cambridge, "Plan E," clearly invests the City Manager with the mandate to manage the operations of the City on a day-to-day basis. Yet it is the Office of the Mayor to whom many of our citizens look for leadership, vision and action on important civic and social issues.

Mayor Reeves has strived to make not only his office, but each City Department more accessible to our residents, and more responsive to their needs and concerns. To the credit of our City, significant progress has been made in this area, in many instances through constituent referrals and other linkages forged by Mayor Reeves' staff.

During his tenure in office, Mayor Reeves has made a personal commitment to make his office - and his ear - accessible to every resident of the City of Cambridge. To this end, Mayor Reeves has actively listened to the concerns and needs of each resident, during each call or visit, and has structured the functions of his office, office staff, and programs in a way which will most capably address the needs of this increasingly diverse population of our City.

Constituent Services

One of the most vital functions of the Office of the Mayor is our Constituent Services. Each day, the Office of the Mayor receives literally dozens of citizen grievances of inadequate services; requests for food, housing and job search assistance; and requests for intervention on behalf of City residents with landlords, tenants, financial aid offices of various colleges and schools, utility companies, businesses, neighbors, and others. In many cases, these constituents may have exhausted the usual process for resolution of their problem, and found little or no satisfaction. They turn to the Office of the Mayor, rightfully expecting that their elected officials act as advocates for them. The diversity and volume of these requests is indeed the sign of a healthy government, in which our citizens are empowered to take part, and put government to work for them.

Often the Office of the Mayor can respond to the needs of a citizen by referring them to another City department, making a phone call, or writing a letter on their behalf. When a constituent request requires continued intervention or involvement, experienced staff in the Office of the Mayor will work with a constituent to address his or her immediate and long term needs. Despite the diversity and volume of requests that have been received, the Office of the Mayor has yet to turn someone away without lending an attentive ear, offering hope and giving a kind word of encouragement. The Mayor Reeves' Constituent Services staff are on call throughout the day to listen to the needs of constituents.

Official Functions/Public Events

The Office of the Mayor organizes, supports, and sponsors city-wide public events, such as the Harvard Yard Picnic and MIT Golden Age Luncheon for senior citizens, receptions for community groups and visiting dignitaries such as Haitian President Jean Bertrand Aristide, and other multicultural celebrations, such as Black History Month, Caribbean Carnival, Gay Pride, Women's History Month, and Veterans' Day, throughout the year.

In addition, the Mayor, with the assistance of various volunteer committees, maintains Cambridge's "Sister City" relations with six cities representing diverse nationalities, cultures, and geographical regions of the globe. Currently, Cambridge's "Sister Cities" are Bulawayo, Zimbabwe; Coimbra, Portugal; Gaeta, Italy; Las Flores, El Salvador; Tsukuba, Japan; and Yerevan, Armenia. Official delegations from our Sister Cities in Zimbabwe and Japan, including the Mayors of these cities, will be visiting Cambridge in the fall of 1994, with the delegation from Bale, Japan presenting a special gift to Cambridge: a hand carved, three ton, twelve foot Japanese stone lantern. The true value of our Sister Cities affiliations lies in their potential for fostering education, cultural exchange, tourism and trade.

Mayor's Summer Youth Employment Program and other Youth Initiatives



Mayor Reeves converses with a young man employed through the Mayor's Summer Youth Employment Program.

Mayor Reeves has built a strong record of advocacy for and involvement with youth and their concerns. Under his direction, the Office of the Mayor has sponsored several Youth Town Meetings, where youth meet with public officials ranging from the Mayor to School Committee members and others, to define the concerns of youth and offer suggestions on how these concerns can best be addressed.

We live in a time when youth questions whether society has a meaning role for them, or whether youth want the roles to which society has relegated them. Mayor Reeves has put youth concerns at the top of his action

agenda, and has convened work groups which have included the City Manager, the Superintendent of Schools, the Police Commissioner, the Assistant City Manager for Human Services Programs and other public officials, to create a unified and pro-active response to youth issues. Initiatives such as Positive EDGE (Education, Direction, Guidance and Empowerment), a youth street outreach program geared towards information, referral, and intervention, have been born out of these work groups. Positive EDGE and the Youth Town Meetings are prime examples of the successes that can be achieved when government enables constituents to gain direct access to needed resources, and the public officials who control those resources. .

Anyone who has attended a Youth Town Meeting will find issues of joblessness and lack of life and work skills at the top of the list of concerns of Cambridge youth. The Office of the Mayor has taken pro-active steps to respond to these concerns. Each year, the Office of the Mayor earmarks almost sixty percent of its annual budget to fund the Mayor's Summer Youth Employment Program (MSYEP). In the summer of 1994, the Office of the Mayor, with the unanimous support of the City Council, provided jobs to 550 Cambridge youth of diverse socioeconomic, cultural, and ethnic backgrounds, setting a new record for the number of youth employed by the MSYEP. The Mayor's Summer Youth Employment Program is the single largest provider of summer internship and work experience opportunities for Cambridge youth. More than simply giving them something to do, or putting change in their pockets, the MSYEP offers youth invaluable job training and meaningful work and internships at public and non-profit organizations across the City.

Education and School Outreach



Mayor Reeves listens as Arthur Mitchell, founder of the Dance Theater of Harlem, discusses ideas for creating an educational dance program for the Cambridge Public Schools.

The City of Cambridge has a public school system which has been recognized nationally for its quality. Mayor Reeves, as chairperson of the School Committee, has an active role in the decision making process as regards educational policy, budget, and personnel. Mayor Reeves

has been an active proponent of internal school reform, assuring that the agenda of each School Committee meeting includes a specific discussion of educational topics such as Math Curriculum, School Entry Age, Dropout Prevention, etc. The 1993-94 term also saw the integration of algebra into the middle schools curriculum, a broad step toward ensuring the excellence of our students, and their eventual preparedness for entry into an increasingly diversified and dynamic workforce.

The Office of the Mayor has actively supported Cambridge students by frequently visiting schools, classrooms, and school programs and attempting to learn more about the day to day operation of the schools. Mayor Reeves, in the 1994-95 school year, intends to personally interview each of the approximately four hundred graduating seniors at Cambridge Rindge and Latin, to ensure that each student has a plan for a successful future, and the means to achieve it.

Special Initiatives



Mayor Reeves waits with a group of neighborhood children for the official opening of the new Riverside Neighborhood Health Center.

It might be said that the Mayor's most important function is to generate and promote unifying structures throughout the City. In order to achieve this goal, the office of the Mayor, when public sentiment calls for it, appoints commissions or task forces, which pursue policy discussions about issues which are of concern to our citizens.

When the Haitian community stated their need for a unifying body to advocate on its behalf, Mayor Reeves formed the Mayor's Commission on Haitian Issues. Since its inception, the Commission has sponsored a successful forum on the return of democracy to Haiti, at a time when the world witnessed the return of President Jean Bertrand Aristide and other nationals to Haiti. Community response was overwhelmingly supportive. The Mayor's Commission on Haitian issues has also been enlisted by The Cambridge Hospital to provide technical assistance in the development of an HIV/AIDS education and prevention program for the Haitian community, and by the Cambridge Licensing Commission, to advise them on their taxi school

project. It is a testament to the effectiveness of the need for this central advocacy group, and the Commission has been able to craft timely responses to the concerns of its community.

When Cambridge health professionals expressed alarm at the mortality rates and health status of men of color, Mayor Reeves oversaw the organization of "Hoops and Health," a highly successful one day basketball tournament that also saw one hundred fifty men of color receive physical examinations, some for the first time since childhood. The team of doctors and nurses identified several men who needed follow up consultation, and made successful referrals for them. "Hoops and Health," is a project of the **Cambridge Men of Color Health Task Force** which, under the auspices of Mayor Reeves and the Health of the City Project, has received funding from the Massachusetts Department of Public Health, and is actively working in the Cambridge neighborhoods to improve health access for men of color.

For the coming year, the Mayor's Office has designed and plans to implement several initiatives with the goal of increasing outreach to the entire Cambridge community:

- **Open Door, Open Office** - regularly scheduled (monthly) walk-in sessions where Mayor Reeves will be on hand to talk with residents about issues that concern them.
- **Free Friday Forums Series** - a quarterly, cable televised series which addresses timely issues of concern to the Cambridge community, by inviting a panel of experts to speak and answer questions from the audience. To date, two successful forums have been held, one on the state of democracy in Haiti, and another on public sponsorship of the arts.
- **The State of Cambridge: Second Wednesday Series** - a monthly address by Mayor Reeves on the State of the City. The public will be invited to engage in a dialogue with Mayor Reeves about the issues discussed.

Positive Edge

Positive Edge is a youth outreach and advocacy program created in response to crises of violence and the abuse that pervasively impact the City.

Established in 1993, Positive Edge has directed its attention toward youth who have not been reached through conventional efforts established by city and community agencies.

The mission of Positive Edge to help provide Education, Direction, Guidance, Empowerment and to instill new hope in Cambridge's young people by offering them each access to positive opportunities in a way that will help bridge gaps and redirect their lives in an affirming manner. The goal of the "EDGE" is to send a message of caring

and commitment to youth by providing them with a vast array of initiatives which will effectively build self-esteem and hope. As a result, youth may grow to be and have a safe and fulfilling and meaningful life.

The success of Positive Edge is due largely to the working partnerships and collaborations with many other providers throughout the City: DHSP Youth Program, Safety & Security of CRLS, The Juvenile Probation Department, the Cambridge Police, the Cambridge Housing Authority and countless other agencies and providers in the City.

To this end was created the "Unity Providers." A critical mass of leaders working together with different issues but one common goal of providing the youth and the City of Cambridge a safe, fun and educational environment in which we can all live.

Some of the events, activities and programs in which Positive Edge was involved includes:

- Peer leaders for Positive Edge;
- Mediation/Conflict Resolution Training;
- Newsletter;
- Clearing house for information regarding positive programming for youth;
- Youth conference "Sign of the Times;"
- Visit to Prison Programs;
- Pool party in conjunction with MDC at the McCrenan Pool;
- Battle of the DJ's dance contest;
- Boys group at Walden Square that meets twice a week to speak or issues facing young males;
- On going production of a weekly live T.V. show called "Be Live" on CCTV Channel 19 speaking about the issues that youth face today;
- NiteStop - initiative that opens the CRLS field house during school vacations so the youth of the City have a positive and educational resources;
- Ski Trips/Movies/Roller Skating/Soccer Games; and
- Presentations and workshops throughout the City.

Positive Edge youth advocates will continue to engage youth on the street level, in the parks, on the door steps, on street corners, arcades, malls and playground, schools and city functions. Positive Edge will continue to build trusting and nurturing relationships with youth to provide a "Positive Edge" or alternative that will help redirect their lives in an affirming manner.

Environmental Program

In November 1992, the City Manager established the Cambridge Environmental Program within the Executive Department. The principal tasks of the program are to work with City departments on environmental assessment and enhancement initiatives and pollution prevention activities, to coordinate implementation of the Vehicle Trip Reduction Ordinance and other air quality improvement efforts, to work with other City departments to safeguard the city's water resources, and to provide environmental information to the public.

FY94 Accomplishments:

- Assisted in establishing Cambridge's first Transportation Management Association, the "Charles River TMA," a collaboration of neighboring businesses to solve common transportation problems through traffic mitigation measures, including improving transit, facilitation of land and water shuttles, and support of the new circumferential bus route.
- Worked with the Water Department and the Conservation Commission to review proposed projects and ongoing activities in the Cambridge Reservoir watershed to protect the City's water supply.
- Worked with the Water Department, Conservation Commission, Cambridge Watershed Advisory Committee and the Massachusetts Water Resources Authority to coordinate intercommunity planning, land use regulation, and emergency response in the Cambridge Reservoir watershed.
- Completed a commuter survey of City employees and worked with the Select Employer Committee to provide technical assistance for employers to complete their own voluntary surveys. This information will be used to develop programs to encourage people to leave their cars home when they commute to work.
- With Boston Properties, held the Fourth Annual Transportation Awareness Day. Approximately three thousand people attended the event.
- Worked with Follen Street area residents to develop traffic calming measures as a pilot project for the City's street enhancement initiative. When City streets are scheduled for major road work, the Environmental Program will explore with residents possible measures to make their streets more pedestrian-friendly and attractive.
- Organized neighborhood meetings to discuss proposed changes to Arsenal Square to improve pedestrian safety.
- Worked with North Cambridge residents and Marino's Restaurant to resolve restaurant emissions issues.
- Coordinated the City's environmental review and monitoring of major projects such as the proposed

Super Stop and Shop and the Central Artery Charles River Crossing.

- Continued to lead the City's efforts to improve the design of the planned Charles River Crossing.
- Coordinated transportation planning and project development, including pursuit of state and federal funding, among City departments.
- Worked with the Department of Public Works to evaluate options for expanding the collection of household hazardous waste.
- Worked to advance use of alternative fuel (i.e., compressed natural gas or electric) vehicles.
- Facilitated use of alternatives to the automobile through the pedestrian and bicycle mobility program. These programs benefit greatly from the participation of the Cambridge residents who serve on the bicycle and pedestrian committees. Projects included:
 - Establishing a municipal bicycle fleet for City Employees to use on the job, and training employees to ride safely.

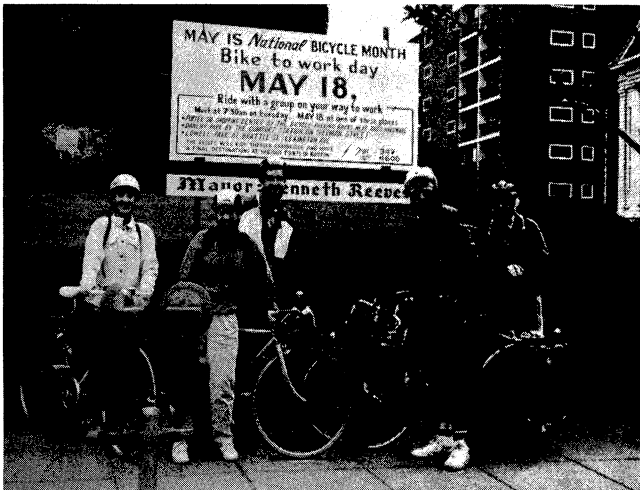


First Day Out: As part of the City's Vehicle Trip Reduction efforts, the Bicycle and Pedestrian Program purchased bicycles for city employees to use on work-related trips. Seven bicycles, in addition to those used by the Cambridge Police, are currently being used by departments across the city.

- Installing sidewalk bicycle parking posts, many in partnership with local merchants.
- Working with the Police to develop effective responses to bicycle and pedestrian safety issues.
- Counting trucks, bicycles, and pedestrians on many streets and at major intersections to help diagnose problems and plan improvements.
- Developing a map of Cambridge that highlights

transportation alternatives, bicycle and pedestrian safety pamphlets, and other educational materials.

- Developing a pedestrian plan in conjunction with an ad hoc committee of Cambridge residents.
- Evaluating Porter Square for pedestrian improvements.
- Planning bicycle and pedestrian facilities on Massachusetts Avenue from the Harvard Bridge to Lafayette Square and organizing opportunities for the public to have input into the plan.
- Obtaining federal funds for a new bridge at Kingsley Park that will be safer for pedestrians and bicycles.
- Evaluating how streets can be made safer for bicycling in the traffic mix, and making changes through pavement markings and other mechanisms as streets are repaved or reconstructed.
- Working with state and local officials on plans to connect the Minuteman Bikeway and the Paul Dudley White Bike Path along the Charles River.
- Obtaining federal funds to extend the Minuteman Bikeway to the Alewife T Station and to improve pedestrian and bicycle connections throughout the Alewife/Fresh Pond corridor, from the Minuteman Bikeway to Fresh Pond Parkway and Huron Ave.



Cambridge residents and City employees participate annually in Bike to Work events. Every May, these events are held around the country as a way to encourage people to try bicycling to work.

City Clerk

The concept of the Plan E Council/Manager form of government provides the Office of the City Clerk a distinct and significant role in municipal government. The City Clerk's Office has many statutory responsibilities including the issuance of all vital records. The Clerk's Office also

provides, through the City Clerk and the Deputy City Clerk, for the staffing of some nineteen City Council Committees, in addition to their attendance at each meeting of the City Council. The Clerk's office is also responsible for preparation of the City Council agenda and creation and maintenance of the Council's permanent record. The staff in the office also serve as "unofficial ombudsman" to provide general information regarding various municipal services to the public.

The office continues to place strong importance on records retention and continues towards the categorizing and identifying of records now stored in various vaults in the basement.

During this year, the City Clerk's office, in conjunction with the MIS Department, continued to make progress in automating those functions of the office in which automation can best be utilized. In FY93, the Clerk's Office automated its Board of Zoning Appeal records, and its current birth, marriage and death certificate indices. The Clerk's Office also began implementation of the automated production of the permanent Council record. Production of both the 1993 and 1994 Council records will be assisted by computer technology.

Together with the MIS Department and the City Manager's Office, the Clerk's Office moved forward on the automated public information access project. All City departments were surveyed about what questions they were asked most frequently by members of the public. This information has been entered on computer and is now available to citizens via Internet, along with much other information about the City and City government. For example, anyone who uses this public information system can download a blank business certificate form. Free access to Internet is provided to citizens at the Cambridge Public Library.

The City Clerk's Office also made the final arrangements to make the Municipal Code available by computer. The new system will allow for automated search and production of updates inhouse. It will also allow automated indexing and automated search of the indices of the City Council records.

In conjunction with State Representative Toomey's office, the City Clerk's Office improved its notification procedures for hearings held at the State House on home rule petitions.

Restoration of birth records has been completed through the year 1917. Years 1929 and 1930 have also been restored. Restoration of the marriage index for the years of 1951 and 1952 has been completed.

LICENSES AND FEES

Wildland Stamps - residents	\$ 3 230.00
Wildland Stamps - non residents	75.00
Sporting Licenses	8 516.75
Marriages	13 155.00
Sporting Fees	344.10
Certified Copies	81 927.80
Archery Stamps	230.00
Waterfowl Stamps	161.50
Duplicate Licenses	20.00
Sale of Zoning Ordinances	8 030.00
Sale of General Ordinances	350.00
TOTAL	\$116 040.15

RECORDING FEES

Domestic Partnerships	\$ 1 590.00
Mortgages	17 470.00
Business Certificates	11 070.00
Business Certificate Withdrawals	105.00
Filing of Zoning Petitions	300.00
Constable Filing Fees	350.00
Physician Filing	10.00
TOTAL	\$30 985.00

VITAL STATISTICS

Cambridge residents - births in Cambridge	401
Non residents - births in Cambridge	2,230
Cambridge residents - births outside Cambridge	507
Intentions for marriages filed	918
Marriages recorded	872
Deaths recorded	1,460
Delayed return of births recorded	39
Affidavits of correction of births, deaths and marriages recorded	268
Instruments recorded	5,682

Law Department

Functions of the Department

The Law Department operates the provisions of Chapter 2.26 of the Cambridge Municipal Code. The Code provides that the City Solicitor shall draft all legal instruments of whatever nature which may be required of the Solicitor and that the Solicitor shall prosecute and defend all suits, causes and actions in which the City is a party. The City Solicitor is charged with representing the City before administrative agencies on any matter in which the interest of the City may be affected and shall defend the officers and employees of the City for any act or omission in the discharge of their official duties. The Solicitor shall furnish legal opinions on matters submitted to him by the City Manager, Mayor, City Council, School Committee or head of department.

A staff of seven attorneys under the direction of the City Solicitor and Deputy City Solicitor performed the duties outlined in the Code in 1994. Attorneys defended the City and provided advice in a variety of areas such as zoning issues, environmental issues, employment law, civil rights, civil service, contract actions, tax appeals, real estate, workers' compensation, education law, tort actions involving personal injury and property damage claims. Attorneys issued many verbal and written opinions, drafted ordinances and legislation, contracts and other legal documents. Attorneys attended regular meetings of the City Council and Council Sub-committees, as well as City boards and commissions. The staff is supported by an office manager, administrative assistant and a clerical worker.

The amount of claims received by the department

continued to escalate. A total of 370 claims involving personal injury, property damage and contract matters were received this year. Sixty-seven civil and administrative actions were filed against the city and its employees. There also continued to be a steady flow of tax appeals and bankruptcy filings.

Extensive concentration was given to zoning issues. The Department continued to hold regular meetings among zoning specialists from the Inspectional Services Department and the Community Development Department to assure coordinated review and consistent interpretation of zoning regulations. Several construction projects in the City resulted in considerable attention being given to claims and demands of contractors and sub-contractors.

The Department continued to work extensively with the Board of Assessors in litigating hundreds of tax abatement petitions filed annually with the Appellate Tax Board.

A process was developed in conjunction with staff in the Finance Department in which the City has commenced tax title proceedings and is successfully recovering delinquent property taxes.

A staff attorney was elected president of the City Solicitors and Town Counsel Association of Massachusetts.

Significant time and resources were given in the following areas:

Sacramento Street Purchase

The Department assisted in acquiring a parcel of land on Sacramento Street from Harvard University as part of the Agassiz School Expansion Project.

Camelia Avenue Purchase

The Department was involved in successfully negotiating a settlement agreement with the owners of 10 Camelia Avenue resulting in the acquisition of the property in connection with Hospital Expansion Project.

Haggerty School Project

The Department was involved in many areas of this project in which the City is constructing a new elementary school. It was also involved in efforts to acquire a parcel of land contiguous to the school.

Cable TV

Public concern over changes in cable rates and service placed demands on the department to keep the City Council informed of new regulations.

Portland Stoneware

The Department is pursuing litigation relating to the City's authority to regulate trucks on city streets.

Central Artery

The Department assisted the Environmental Program in dealing with the Central Artery Project particularly in evaluation and environmental review of the Charles River Crossing design. The City filed a Complaint against the State seeking relief regarding the adequacy of the Final Supplemental Environmental Impact Report (FSEIR) for the Charles River Crossing component of the Central Artery/Third Harbor Tunnel (CA/THT) Project.

Senior Center

The Department assisted in the acquisition of the site for the new city-wide senior center and assisted in obtaining easements and licenses to facilitate the renovation of the site.

Finance Department

Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director. During FY94, the City continued to maintain its strong financial position. Highlights of the fiscal year include:

- Began an aggressive program to pursue real estate accounts in various stages of foreclosure. This program is funded by fees collected on delinquent accounts.
- Linked issuance of parking permits to motor vehicle excise tax files. This resulted in a 70% increase in 3-7 year old excise tax collections over last year.
- Received the Award of Financial Reporting Achievement from the Government Finance Officers Association for the City's FY93 Comprehensive Annual Financial Report.
- Collected \$2,532,000 in overdue real estate tax payments and \$5,364,000 in payments on property in tax title.
- Raised over \$64,000 for the City of Cambridge Scholarship Trust Fund. Awarded \$12,000 for scholarships, a 100% increase over last year.
- There was a large increase in non-property tax receipts. Some categories, such as building permits and hotel/motel excise tax, are indicative of improvement in the local economy.

Revenue Division

The Revenue Division is responsible for the billing and collection of all water, sewer, real estate, personal property and motor vehicle excise receivables. In an average year, this division sends out 185,000 bills and notices. Additionally, all other City receipts are processed through the Revenue Division.

Revenue Division employees issue bills, process receipts, issue refunds and provide information from the accounts receivable system. This system provides immediate access via computer terminals to account information, including 15,000 water/sewer accounts, 18,600 real estate accounts, 2,500 personal property accounts, and 60,000 motor vehicle excise tax accounts. Nightly updating of all receivable accounts ensures access to the most up-to-date information.

During FY94, the Revenue Division transferred approximately 398 delinquent FY93 accounts to Tax Title in order to secure the City's interest in the tax due, and moved to record 25 petitions at the Land Court for foreclosure proceedings.

Cash Management/Payroll Division

The Cash Management/Payroll Division is responsible for the disbursement, investment and reconciliation of the City's cash, administration of the banking services contract, and management of the City's payroll system. This Division is also responsible for soliciting and analyzing bids on the sale of all City bonds and paying all debt service obligations on a timely basis.

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY94. RANs are issued when short-term borrowing is necessary in anticipation of tax revenues.

Interest earnings generated from the investment of City cash totalled \$2.8 million for FY94. The following is a breakdown of interest earnings in the various funds.

Category	Amount
General Fund	\$ 715,919
Parking Fund	258,320
Debt Stabilization Fund	293,869
Health Claims Trust Fund	334,603
Trust Funds	151,516
TOTAL	\$1,754,227

Employee Pension Liability

The City contracts with an actuarial firm every two years to conduct a comprehensive actuarial valuation of the City's Contributory Retirement System. The most recent valuation is dated January 1, 1993 and projects an unfunded pension benefit obligation of approximately \$125 million.

Health Claims Trust Fund

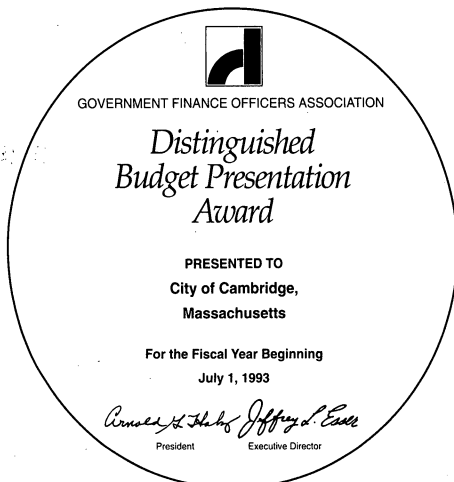
Over 95% of City employees are now covered by HMO's. In prior years, the City's health plans were financed on a self insured claims cost plus administration basis. Because we had so much uninsured risk, in 1985 the City established a health claims trust fund as a reserve against unexpected or unanticipated large claims, or excessive claims. The fund acts as a contingency against a possible deficit in health insurance allotments in future years. The City has made periodic appropriations to this fund and has also drawn upon it in times when claims exceeded expectations.

As of June 30, 1994, the trust fund balance was \$8.0 million. This balance is comprised of City appropriations, interest earnings and employee contributions to insurance premiums. The City has almost completed replacement of its traditional indemnity coverage with HMO's to help reduce health care cost increases.

BUDGET

The Budget Office is served by a four-person staff and is charged with the responsibility of overseeing the City's entire budget process. The preparation of the budget is a year-round process, requiring several steps before the final budget requests are placed on the City Council agenda. This process includes the City Manager's guideline message to all City departments, review of all proposed departmental budgets with the City Manager, submission of the City Manager's Budget to the City Council for adoption and the completion of the City's official annual operating and capital budgets on a timely basis. The Budget Office works closely with all City departments to insure that all budgetary and financial guidelines are being met in accordance with the adopted policies and procedures. During the year, the Budget Office consistently reviews on a monthly basis the status of revenues and expenditures, and provides a monthly status reports of expenditure balances, and revenues received year to date by all City departments.

During this past year, the office successfully completed the FY94 Operating and Capital budgets of \$291,417,725; coordinated the preparation of the bond disclosure statement and other related materials for the planned 1994 bond sale; prepared and published the FY93 City's Annual Report; played a significant role in the preparation of the FY93 City's Comprehensive Annual Financial Report; provided assistance to the independent auditor in the preparation of audited financial statements; and coordinated the City's FY94 Financial Statements. The Budget Office takes pride in accepting for the ninth consecutive year the Government Finance Officers Association Award (GFOA) for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 1994.



Government Finance Officers' Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY94 City Budget.

PERSONNEL

The Personnel Department is responsible for coordinating City employment practices and employee development activities for civil service and non civil service

employees, for negotiating and administering collective bargaining agreements with thirteen municipal employee unions, and for administering health and life insurance plans as well as other benefits programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state, and local laws.

The department serves the public through its employment unit where applications are processed for Labor Services Registration and for referral to positions not subject to civil service as well as for provisional civil service appointments. We also respond to a variety of requests for information and access to public records.

City employees interact with our staff regarding a variety of individual concerns. These include job bids for promotion or transfer, in-service training opportunities, health and life insurance claims, credit references, retirement planning, injuries on the job, fair treatment and disciplinary matters, and a wide range of personnel actions.

Services to other City departments include the processing of recommendations for personnel actions, maintaining the central computer database for personnel/payroll, tracking benefits subscriptions as well as time off earned and used. We provide assistance in writing job descriptions, post job vacancies and coordinate external recruitment campaigns. Advice is provided on employee performance matters with interventions and disciplinary actions taken as appropriate.

Overall, this was a banner year for new initiatives for the Personnel Department:

- We participated for the first time in collective bargaining with School Department unions, representing the City Manager as required under recent Massachusetts school reform legislation. We were successful in achieving fair contracts which provide long term wage stability in light of the City's severe fiscal constraints.
- We added one more HMO to the variety of health plan options available to City employees and are close to completing the planned conversion of all employees to HMO based health care coverage.
- We automated our in-house job posting system by utilizing features of the citywide e-mail network to eliminate the delays of interoffice mail, speed the editing of job descriptions and distribution of job posters, and significantly reduce the number of paper copies made.
- In the staff development area, a team of employees was selected and trained as seminar leaders to provide comprehensive training on recognizing and preventing sexual harassment in the workplace. Team members then worked in pairs to deliver sexual harassment awareness seminars to the whole City workforce.
- We coordinated the first Outstanding City Employee Service Awards in May to coincide with national Public Employees Recognition Week. Twelve employees were chosen for the awards from nominations solicited from co-workers, supervisors and citizens.

Also this year, we continued to provide support to the Cambridge Employees' Committee on Diversity, a volunteer group of employee representatives from all departments who have organized educational and social events as opportunities "for all of us to...learn from each other [about] differences in language, race, religion, ethnic origin, creed, sexual orientation, or ability...[and to] work together toward common goals by combining these differences...[and to] acknowledge and celebrate them." The Committee on Diversity this year initiated the publication of a newsletter aimed at all members of the workforce, sponsored a series of seminars exploring how attitudes about race, gender, disabilities and other differences create barriers to individual career advancement and, fresh from a very successful Diversity Day Celebration in August 1993, sponsored an International Dance for City employees in the spring at MIT which they hope will become an annual event.

Affirmative Action

The Affirmative Action Office is charged with the responsibility of increasing the City's employment of minorities and women in proportion to their representation in the City's labor market.

Currently, minorities represent 23% of the City's full-time workforce, and females represent 47% of the full-time workforce. Other than full-time workforce, minorities represent 30% of the City's workforce; 72% of the other than full-time workforce are female. Combining full-time and other than full-time, minorities represent 25% of the City's workforce; 55% are female.

The City Affirmative Action Plan's overall goal is to increase minority and women's participation in the City's workforce, where there has been an under utilization of their presence in each of the Equal Employment Opportunity categories.

A citizen's advisory committee was appointed by the City Manager to oversee the City's affirmative action activities, and includes individuals representing each of the major racial groups in Cambridge, women and individuals with expertise in technical areas of affirmative action; goal-setting process and associated legal issues; civil service; staff development, including promotion and training; and broader areas of civil and human rights, such as fair housing. This committee meets regularly to hear the report of the City and the City's Affirmative Action Director on progress in affirmative action. Their concerns include: advising the City Manager and Affirmative Action Director on affirmative action and equal employment opportunities; advising the Affirmative Action Director and the Personnel Department on recruiting, career development and adherence to timetables; and recommending improvements in the City's affirmative action efforts.

During FY94, the Affirmative Action Director continued to further the development and implementation of the Minority Business Enterprise Program which is aimed at ensuring that 10% or more of the City's contracted funds go to minority owned businesses which have been certified by the State Office of Minority and Women's Business Assistance (SOMWBA).

PURCHASING

The Purchasing Office is responsible for the implementation and administration of the City's centralized procurement processes. The Purchasing Office oversees the City's print shop and the supply storeroom that carries commonly used office supplies. The Purchasing Office also disposes of surplus City property by either transferring it to City Departments, or selling it to the highest bidder.

The Purchasing Office's bidding procedures for commodities, services and construction procurements are computerized to varying degrees. The quotation process is entirely computerized. Buyers generate requests for quotes (for supplies and services valued at less than \$10,000) online through the City's VAX system. When quotes are received, data entry clerks create a purchase order for the lowest price vendor.

The Formal Bid process is partially computerized. Bids are created by combining an on-line Purchasing file with specifications provided by ordering Departments. Vendor lists for Formal Bids (those valued over \$10,000) are generated using a vendor file that associates commodity codes with vendor names. Data entry clerks enter the name of the selected vendor and the contract expiration date. Two months prior to the expiration of a contract, the Purchasing Office sends the appropriate department a copy of the Formal Bid for their edits and updates. This process ensures that a contract does not expire without a new contract award ready to take its place. The Purchasing Office is working with Management Information Systems to track formal bids to ensure that the City awards contracts within 90 days of receipt of bids, as required by M.G.L. c.30B.

The Construction bid process for public works and public buildings is completely automated. The Purchasing Office has created "front end" standard documents for all construction contracts bid under the public work and public construction statutes (M.G.L. c. 30 §39M and c. 149). Most departments have on-line copies of these documents, resulting in city-wide uniformity in the bidding process. Potential vendors who pick up plans and specifications are immediately entered into the computer, identified by their trade and the construction project. This information is printed daily and posted outside the Purchasing Office. At the bid opening, the total amount of each bid is entered into the computer, along with any restrictions and the required acknowledgement of addenda. Immediately after the bid opening, the computer retrieves the entered information and creates a price tabulation sheet of all the bids from the lowest to highest.

Status information on informal bids, formal bids and construction bids is available to all City staff through the VAX.

This year the Purchasing Office became the repository for certified payrolls for construction projects. Certified payrolls, which are public documents, are required by law to be submitted by general contractors as evidence that they, and their subcontractors, are paying their employees at a minimum the prevailing wage.

The Purchasing Office continues to assist all depart-

ments in developing clear, nonproprietary specifications to encourage many vendors to participate in City bids and to insure that qualified bidders are awarded contracts. The Purchasing Office continues to work towards streamlining the bid process and improving the computerized bid procedure.

This year the Purchasing Office administered and participated in the selection of a number of designers, engineers and architects through the Designer Selection Process. The Designer Selection Process, which is governed by M.G.L. c. 7 §38K and the City's Designer Selection Procedures, is an open process through which architects and designers are chosen based upon their written proposals and interviews. Cost is not a factor until the suggested vendor has been selected by the selection committee.

As in past years, the Purchasing Office participated as a speaker in the Cambridge Chamber of Commerce Trade Fair, in addition to speaking at seminars directed to minority and women owned businesses, encouraging all the attendees to submit their names for the City's bid lists.

ASSESSING

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, maintaining accurate ownership and property information. The Assessing Department also administers the motor vehicle excise tax.

For FY94 the Assessing Department continued its policy of adjusting values annually to keep up with market trends. The FY94 legal assessment date is January 1, 1993, so the new values reflect the calendar year 1992 market activity in Cambridge. For residential properties, the new appraisals resulted in little overall change in the values of single family houses. The average condominiums value rose by about 2 1/4 %, due largely to rising prices among the riverfront condominiums built during the late 1980's. There was little change, overall, in the market for two and three family houses and apartment buildings. 1992 saw a continued decline in rents and growth in vacancies in commercial and industrial properties, and their values fell, on average, by about 10% from FY93.

As a result of the overall real estate downturn, the value added to the City's commercial property tax base as a result of new construction was \$30,784,900, down from the FY93 commercial growth of \$56,966,500. On the other hand, annual growth in the residential property tax base has stabilized since completion of the riverfront condominium building boom of the late '80's. Between conversion of existing multi-family buildings to condominiums and a scattering of new houses and townhouses, \$13,123,300 was added to the residential tax base which is about the same residential growth seen in the prior two fiscal years.

The Chart below compares the FY93 and FY94 Total Taxable Values for Cambridge:

	FY93 VALUE	FY94 VALUE
Commercial & Industrial	\$2,877,430,944	\$2,569,525,269
Residential Property	\$3,974,544,295	\$4,006,668,343
Personal Property	<u>\$ 200,600,000</u>	<u>\$ 213,800,000</u>
Total Taxable Property	\$7,052,575,239	\$6,789,993,612

Even though the recent New England economic decline has seriously reduced the amount of new tax base growth, Cambridge taxpayers still enjoy the benefits of the tax base expansion which took place during the late eighties. The chart below shows how the tax levy is distributed between new construction which has occurred since 1984 and the existing properties which were on the tax rolls in 1984.

AUDITING

The Auditor's Office serves as the "watchdog" for City spending, making sure that all spending is done according to State and Federal laws, that expenses are accounted for and well documented, and that spending falls within the budgets set by the City Council and City Manager. The Auditor also assists in the preparation of the City's public financial statements. In addition, the Auditor's Office is charged with conducting independent analyses of the effectiveness of various City operations and programs. The Auditor assists the City Council in its review of the City Budget. Finally, the Auditor serves as the City's representative on the Retirement Board. During FY94, our efforts focused on tightening the City's financial controls and on issues involving the City's Retirement system. Specifically, we

- rigorously examined all contracts and invoices, ensuring that all expenditures are properly documented, consistent with the terms of the contracts and charged to the proper appropriation
- enhanced financial control by reserving funds in full when contracts are signed and, therefore, able to be paid within the appropriation
- initiated a study of the City's data processing system which showed the need for training programs and written documentation in the system's use as well as improved networking to reduce redundant data handling
- took an active role with the Budget Office and the City's independent auditors in preparing the City's annual financial report
- worked with the Retirement Office to reduce the City's payment to the retirement system by \$2 million, providing significant budget relief for FY95.

MANAGEMENT INFORMATION SYSTEMS

Management Information Systems (MIS) Department is responsible for the selection, purchase, implementation and management of the City's information systems needs.

During FY94, the City computer network was expanded and now serves over 450 City personnel in 40 municipal departments and agencies, and offers automation of over 60 municipal applications. The following are some of the department's activities and highlights during FY94:

- Major progress was made on developing an electronic public information system to provide the community with an electronic link to City Hall, our schools and our libraries. Efforts to seek help from the business and academic communities in providing this electronic link with minimal reliance on government resources were extremely successful. Cambridge became the first City in the world to provide access to the Information Superhighway (the Internet) through cable television. Through grants of free Internet access from Continental Cable and computer equipment from Apple Computer, a resident can access the Internet from the Public Library; training is available to all residents. In addition, a Cambridge Internet Homepage has been developed and Internet users can access various government services and information. MIT has donated space on its Internet World Wide Web server and innumerable hours of software development time. The City has submitted applications for 2 federal grants, a state grant and a grant from Digital Equipment Corporation to further develop the system.
- Through a Citywide network infrastructure committee created to develop a technology blueprint for the future, major networking activities have been coordinated. Fiber optic cable and network bridging technology now connect two municipal buildings to City Hall and will provide the backbone for expansion. In addition, a collaborative project with Bolt, Beranek and Newman, Continental Cable and Digital Equipment Corporation is investigating the use of the cable institutional network to link schools, libraries and other municipal buildings and to provide Internet access.
- A comprehensive Citywide GIS needs analysis report and implementation plan were developed in the Spring of 1994 and the bid for the procurement of a GIS system is scheduled for the Fall of 1994.
- Investigation into the implementation of a public safety system, which includes provisions for police and fire dispatch and the statewide Enhanced 911 system is currently underway.
- Major progress was made in automating the City Clerk's Office. The processing of business certificates and municipal violations, and automation and coordination between the City Clerk's Office and the Inspectional Services Department in the processing of Board of Zoning Appeals have been accomplished. Systems to automate City Council minutes, ordinances and agendas are underway, as well as the installation of

the Commonwealth of Massachusetts Birth Records System.

- A citywide automated complaints/citizen response system for the Executive Department, additionally used by the City Council, Mayor and City Clerk's office, was completed. In addition, specialized complaints tracking for Public Works, Consumer Council and Human Rights have been implemented.
- A records management system for the City Recycling program is being developed; the Purchasing Department bid process was automated, and redistricting for the Election Commission was completed.
- Review of the progress the City has made in the cost-effective and productive use of computers since FY87 has been performed and a status report completed which includes the following highlights:
 - Since FY87, professional services costs are down 90% and operational costs are down 93%. Despite staffing a department and the increased costs of benefits, FY94 budget was only 10% higher than FY87, an average annual increase of only 1.4%.
 - Over \$1.2 million worth of computer resources are used each year free of charge on the City computer, i.e., that would be the cost to Cambridge if an outside computer e.g., timesharing, was used. Annually, an additional \$750,000 in consulting and service bureau costs are saved.
 - 50% of computer resources are used for office automation functions (electronic mail, public bulletin boards, automated calendars, meeting schedulers, telephone messaging, online financial and statistical calculators, document processing, etc.).

Retirement System

The Cambridge Retirement System had another successful year with the investments portfolio, guided by the professional money managers hired by the Retirement Board. Cambridge ranked 27th for the year 1993 for its return on investments, and ranked 6th in asset growth among 107 retirement systems in the Commonwealth of Massachusetts. The money managers for the calendar year of 1993 were: State Street Research and Management Company, Freedom Capital Management Company, Capital House, Bank of Ireland, Wellington Capital Management and Shawmut Investment Advisors. The Cambridge Retirement System's Consultant is Mr. Larry Marino of Prime Asset Management Co., with State Street Bank & Trust as the Bank Custodian. The total assets for calendar year 1993 were \$182,631,506.96.

An actuarial valuation of the Cambridge Contributory Retirement System was performed as of January 1, 1993 according to M.G.L. Chapter 32, Section 22D. The valuation is intended to provide information regarding the

system's liabilities for current and expected future benefits for current members, retirees and beneficiaries. The results show an unfunded liability of \$121 million, which is down from 1991 at \$132 million. This cost is shared by the collective units of the system. The units of the Cambridge Retirement System are: City of Cambridge, Cambridge Housing Authority and Cambridge Redevelopment Authority.

The Cambridge Retirement Board consists of three members: Joseph Connarton, Sheila Tobin and James Lindstrom. The new Executive Director conveyed the systems benefits to municipal employees in twenty separate seminars at the Police Department, Fire Station and Hospital. It is the board's determination that these seminars continue throughout all departments in all units of the system.

The board and staff have processed 379 new applications for enrollment, 326 refunds, 167 retirements, 13 survivorships and 34 transfers. The board, its director and staff continue to offer retirement counselling to all members of the City any time during their employment.

General Services

Printing

The Print Shop is responsible for providing printing, binding, collation, duplication and graphics services to all City departments. The four person staff is responsible for several major City documents such as the Annual Budget, the Official Statement, and the Employee Handbook. In addition, the staff produces numerous pamphlets, forms and booklets.

During FY94, the Print Shop completed 1,987 printing requests, and produced approximately 1,972,500 sheets of paper and 860,000 envelopes. In addition, the Print Shop employed one high school student who worked after school through the Cambridge Rindge and Latin School's workstudy program. The student was introduced to printing techniques and other printing processes while earning academic credit.

Election Commission

Policy and Administration

The Cambridge Election Commission is responsible for supervising all federal, state and municipal elections; providing for voter registration; certifying nomination papers and initiative petitions; conducting an annual census; administering municipal campaign and political finance reporting for the City; and implementing Chapter 2.118 of the Cambridge Municipal Code known as the "Ethics Ordinance."

The Board of Commissioners, two Democrats and two Republicans, are appointed to staggered four-year terms by the City Manager from a list of three candidates

submitted by the respective City Committees. Its meetings, held in the Election Commission Office, are scheduled for Wednesday afternoons at 1 P.M. in sessions that are open to the public. The Board occasionally holds evening meetings to permit broader attendance when matters of general interest such as the "Motor Voter Law" are under consideration. Agendas are posted each week at the Office of the City Clerk.

Office Operations

Day-to-day operations of the Commission are conducted in Room 308 of the Municipal Building at 362 Green Street by five full-time staff persons (an Executive Director, an Assistant Director, a Principal Clerk, two data entry staff) and two part-time clerical aides. They are assisted at peak times by temporary part-time employees in voter registration, census canvassing, signature certification, and election preparation.

In the summer of 1994, the Commission was a successful work-site for the Mayor's Summer Youth Employment Program with rewarding results for both the Commission and for the student who was employed.

Over 41,000 voter records (from a total of more than 74,000 residents over the age of 17) are actively maintained both in a computer data-base and in a cross-referenced card system, with several thousand changes of party, name and address last year. Confirmation of each change to a voter's record is sent to the respective voter in accordance with statutory requirements.

In addition to those activities, the Commission removed from the list almost 8,000 names of persons identified as having moved through the census, notified by the Clerk's Office of deceased persons, or notified by previous Cambridge residents of voter registration in other communities. The maintaining of highly accurate records contributes to the integrity of the Voting List, which is the foundation of the Commission's activities.

1994 Census

The 1994 City Census confirmed the residence of 73,903 persons over the age of 17, of whom 40,170 were registered voters. The initial mailing of 32,000 forms to dwellings of up to eight units yielded a 53% response; a second mailing to non-respondents brought the total to 65%; and the remaining follow-up door-to-door canvassing by a staff of nineteen brought the completion rate to 98%.

In 1994 the Commission requested census information from over 1,000 condominium associations and apartment buildings with more than eight units. The condo association presidents and apartment building owners are responsible for submitting lists of all residents over the age of three years to the Commission. By the end of June, most of these multi-units had responded. Complaints were issued against a dozen non-respondents in District Court, and all but one ultimately complied with the statutory requirements.

An innovative restructuring of the Commission's database by individual residential unit has made it possible to note in the 1994 Street List Book all those units in the City that have been recorded as vacant.

Voter Registration

Voter registration is conducted twelve months of the year by Election Commissioners, staff, volunteer and paid temporary registrars. From the beginning of June to the end of September, seven sidewalk sessions a week are scheduled in the major squares of the City. Assistant registrars, who have been trained at the City's high schools and at branch libraries, provide numerous additional opportunities for residents to register to vote.

The passage of the Massachusetts Motor Voter Law, effective July 1, 1994 ushered in new changes in voting laws which enhance voter participation, and make it easier to register to vote. A new voter can register simply by filling out a voter registration card and mailing it back to the Election Commission.

"Motor Voter" does not eliminate in-person registration at the Commission; rather, it provides an additional method to make the process readily available to people where they work, visit or otherwise conduct business.

The Commission has placed a strong emphasis on distribution of the voter-registration cards, since the new law's intent is to encourage voter participation by making cards widely available through governmental, non-governmental and private entities.

To achieve this goal, the Election Commission provided voting information to local newspaper and cable outlets. The holiday week of July 4th was designated "Motor Voter Week" to kick off the new law.

The Commission distributed voter registration cards at all Cambridge libraries. In addition, cards are available at other City offices, including the City Clerk, Human Services, Traffic, and the Finance Department. In September, cards will become available at Post Office sites throughout the City. To encourage community outreach, over 100 Cambridge organizations were contacted to inform them about the new law, and the availability of voter registration cards. Colorful bookmarks containing important voting data were also produced and widely distributed.

Since the law will be implemented in 3 stages in 1994, 1995 and 1998, Cambridge residents will see many changes in the way Massachusetts registers voters. The Election Commission is committed to a smooth implementation of the Motor-Voter Law and will continue to educate the public about these changes.

Municipal Election

The 1993 Municipal Election produced twenty-nine candidates for City Council and eleven candidates for School Committee. A total of 22,142 voters cast ballots, which were tabulated at the Proportional Representation (PR) Count held at the Longfellow School from November 3rd until November 9th. When the tally was completed, five candidates who had run for the first time were elected, three to the Council and two to the School Committee.

Prior to the Municipal Election, all voter households were notified by mail as to their ward and precinct designation and polling place location for that November's election.

Subsequent to the PR Count, the City Council voted to commission the Center for Voting and Democracy in

Washington, D.C. to study and report on the potential for computerizing the process of tabulating preferential voting. The 1991 ballots cast for City Council were input by data entry into a computer system and their results analyzed by comparison with those of the hand count conducted in 1991. The results were found to be virtually identical with those from the actual Count, and the Center for Voting and Democracy indicated that, in their estimation, the Cambridge form of PR is adaptable to computer tabulation.

A report was submitted to the Commission for consideration and evaluation at the end of June.

Signature Certification

In FY94, the Commission conducted certification of 38,622 signatures on nomination papers for candidates for the 1994 State elections and for 10 initiative petitions (ballot questions). The first papers with 16,663 signatures were submitted in November, following the 1993 municipal election, with an additional 22,000 signatures gathered for certification in the spring and summer of 1994.

Ethics Ordinance

In 1991 the Cambridge City Council enacted Chapter 2.118 of the Cambridge Municipal Code entitled "Statement of Financial Interests by Certain City Officials and Persons within the City" which is popularly referred to as the "Ethics Ordinance." The Cambridge Election Commission was given responsibility for administration and enforcement, beginning in 1993. The Ethics Ordinance sets a minimum standard of ethical conduct for municipal officials and candidates, and its goal is to promote confidence in Cambridge City government and in its officials.

The ordinance requires municipal candidates for City Council and School Committee and certain municipal officials to file a Statement of Financial Interests form with the Cambridge Election Commission. Any individual may inspect and copy the forms, which are a public record. Failure to comply with the ordinance may result in a fine of up to \$300.00 a day and is reported to both the offices of the Attorney General and of the Middlesex District Attorney.

Arts Council

The 20-year old Cambridge Arts Council (CAC) is the City's official cultural agency established by Ordinance to initiate and present visual, performing, and literary arts programming throughout the City. Working with a 15-member advisory board appointed by the City Manager, the staff raises funds from the private and public sectors for its arts projects and programs. As the funding climate for the arts fluctuates -- reflecting the general economic environment locally and nationally -- CAC's level of programming increases or decreases.

Fortunately, FY94 demonstrated strong outside funder support for the work of the agency. The CAC not only maintained a solid funding base, but with first-time project support from the City, CAC was able to return the

Cambridge River Festival to its original Charles River site after a two-year hiatus.

MIS computerizing and training of CAC's small staff increased staff productivity and expanded CAC's communication with and outreach to other City departments and groups. Consequently, more of CAC's programming reflects inter-departmental and group cooperative efforts.

Staff continue to serve as an arts information resource to callers and visitors. CAC staff license and monitor Street Performers and serve as liaison between the performers and the business and residential communities. Staff contribute their time and expertise to groups and organizations planning and implementing Cambridge cultural events.

During the fall, CAC staff and Board members began working with the Mayor's Commission on the Arts for the 21st Century to explore ways of bringing the arts into the 21st Century. In addition to recommending potential members to the Mayor, CAC applied for and received a grant from the Massachusetts Cultural Council to hire a professional arts consultant to facilitate the Commission's public meetings. The 40-member Commission is expected to make their findings and recommendations to the Mayor in 1995.

In selecting artists for arts programs, CAC relies on art juries made up of qualified arts professionals to ensure the highest-quality arts programming, access to all artists, and a fair and objective distribution of funds and opportunities. The Board and staff seek qualified jurors to serve on peer-review panels that select artists for public art commissions, gallery exhibitions, performance opportunities, and arts lottery grants. Jurors change continuously and serve on a panel only once to encourage a wide distribution of resources and opportunities.

CAC's programs add to the numerous cultural offerings of this City and aspire to and achieve rigorous standards of excellence while addressing the needs and interests of an ethnically- and economically-diverse population.

Community Arts Program

From small neighborhood concerts for very young children and their parents to the acclaimed Cambridge River Festival, which annually draws a crowd of over 75,000, the Arts Council's projects and programs reflect the community they serve.

Working with the City's Department of Human Services, CAC produced "Danehy Delights," a series of five, early-evening concerts for young children and their parents at Thomas W. Danehy Park. These events brought families together to enjoy participatory music, storytelling, clowning and more in the beautifully-landscaped Park.

CAC assisted the Cambridge City Council in producing the first "National Night Out Against Crime" at Rindge Field in North Cambridge. The sound system and technical help for this neighborhood event was provided by the CAC, as well as an appearance by the popular 50's rock-n-roller, Little Joe Cook and the Thrillers.

Two "Cambridge Chills" outdoor concerts, designed for teens and young adults, were presented during August. The first concert, held in Sennott Park, featured the steel pan drum band of Trinidad-born Mackie Burnette and Horace Faith and his "Fusion Elemental" Reggae. CAC

joined forces with the Cambridge Peace Commission and youth from the Cambridge Peace Camp to produce a concert at Riverside Press Park. The theme of this concert, "Peace and Justice through Cultural Diversity" was demonstrated through a multicultural showcase of local talent including dances from Puerto Rico, drumming from West Africa, and two East Cambridge rock bands.



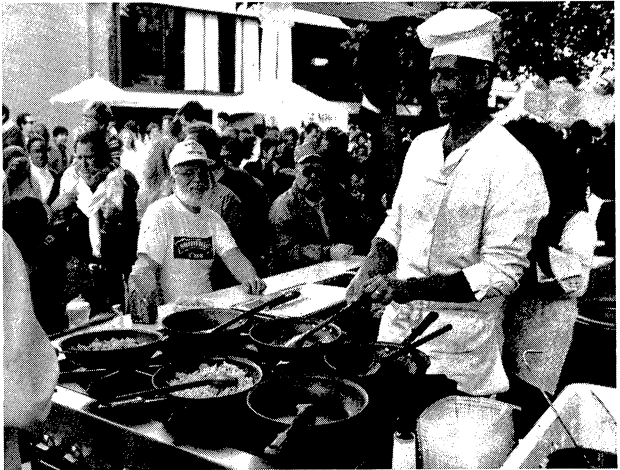
Activities for Children are a highlight of the Cambridge River Festival.

The summer was brought to a rousing finale with the 16th Cambridge River Festival, back by popular demand to its birthplace on the banks of the Charles. Once again, CAC worked with Continental Cablevision and the Cambridge Food Pantry Network/Human Services to create a celebration of the arts and the City's diversity which also had a major focus on feeding the City's hungry through donations brought to the Festival and collected by volunteers from the Food Pantry Network. The Ship of Foods, a monumental public artwork created especially for the River Festival, was moored in the center of the Festival grounds and served as a drop-off site for donations, and also presented participatory activities throughout the day.



Sememya McCord, Mili Bermejo, and Valerie Stephens present "Sisters in the Spirit" on the Weeks Footbridge Stage at the Cambridge River Festival.

Memorial Drive came alive during the day with two music stages, featuring some of the best of the area's musical groups, as well as a Children's Stage, Petting Farm, World of Food, and International Crafts Exhibition and Sale. The return of the Festival to the expansive river site made possible the revival of the popular favorite, the River Festival Gospel Tent. The Cambridge Multicultural Arts Center (known for *A Joyful Noise*, its annual Gospel tribute to Dr. Martin Luther King,) assisted with putting together a lineup of Gospel groups, emceed by Donnell Patterson of G.N.E. Productions.



A "World of Food" in the heart of Central Square--something for everybody!

The Cambridge River Festival, was made possible through the support of many local corporations, foundations, the City Council, and private individuals.

At the request of the City Council, the Arts Council planned the entertainment for the Council's Inauguration in January. A string trio composed of Master's students from the Longy School of Music helped to solemnize the ceremony in the Council Chamber. For the Inaugural Luncheon, in keeping with the City's multicultural heritage, the newly-elected councilors and their guests were feted by a full spectrum of the performing arts including the Rita O'Shea Irish Step Dancers, renowned jazz vocalist Semenya McCord, the Maynard School Choir under Donnell Patterson, and the Art of Black Dance and Music.

CAC contributed staff expertise and time to the City's annual Holocaust memorial event: "Remembering The Holocaust: Connecting To Today's Voices For Justice And Humanity" in April. Working with the Peace Commission, the City Council, the Library, Temple Beth Shalom, and members of the community, a meaningful event for the entire City was planned and implemented. Participants in the evening event included the choir from the Fitzgerald School, members of the clergy, City Councilors, and representatives of persecuted peoples worldwide.

"The Central Square World's Fair," a joint venture produced by the CAC and the Central Square Business Association, was a highlight of the City's cultural life during the spring season.

The goal of the Fair--to bring families into Central Square to enjoy and increase awareness of the rich vitality

and diversity which exists within its boundaries throughout the year--was more than reached with the crowd of over 40,000 visitors and residents who thronged the streets of the Square that day.



Face-painting was the order of the day at the Central Square World's Fair.

Two music stages presented a vibrant mix of ethnic groups, Gospel, R & B, and Alternative Rock. A Dance Stage located directly in front of the Dance Complex Building presented a wide range of dance disciplines from ballet to hip-hop to authentic Chinese Dances performed the children from the Chinese Cultural Institute. An International Bazaar filled the sidewalk along Mass. Ave. with exotic delights, while the World of Food on Green Street literally had something for every taste. Many of the members of Central Square's International Restaurant Association were major players in making the day a success. The Business Association and the Arts Council began discussing plans for continuing the Fair on a twice-yearly basis immediately following the May event.

Throughout the year, the Arts Council assists other City agencies and community organizations with the loan of the Arts Council's sound system. This system helps make possible neighborhood block parties, as well as events at the Willis D. Moore Youth Center, the Y.W.C.A., the Cambridge Youth Enrichment Program, the City's Nite Stop Program, and the Riverside Community Neighborhood Watch.

Massachusetts Arts Lottery

The Cambridge Arts Council has been appointed by the Massachusetts Cultural Council to administer the Arts Lottery for Cambridge. For FY94, a total of \$21,290 was awarded through a competitive application process to organizations and individuals for projects and programs which benefitted thousands of people throughout Cambridge.

The Arts Lottery Jury, a group of citizens who jointly represent expertise in a range of arts disciplines, take very seriously the responsibility of awarding Cambridge's allocation for this program. Their mission is to stretch the funding available to directly benefit as many people as

possible.

The Asian American Resource Workshop presented the installation "Welcome to Asian America" at CMAC in East Cambridge, while concerts for seniors were presented by a number of groups in several different musical styles: jazz presented by Andy Baer, nursing home concerts by MUSE (Music in Service to the Elderly), and bluegrass by Southern Rail Bluegrass.

The Cambridge Commission for Persons with Disabilities joined with the Arts Council to prepare a Cultural Access Directory to all the public sites in the City. Other concerts included a community series presented by the Folk Arts Network, and those by the Little Orchestra of Cambridge, in addition to school concerts by such widely-divergent groups as the Klezmer Conservatory Band and the Handel & Haydn Society.

The literary arts were well served by Wendy Mnookin's Multicultural Poetry Project in the elementary schools and the Oral History Center's "Stories for the Homeless," while video programs were created by Cambridge Community Television ("Allegations") and Ken Williams, who did a series focussing on area jazz musicians.

One of the Arts Lottery highlights of the year was Alice Turkel's Woodworking Workshops for Children, which presented its final exhibition at the M.I.T. Museum in the spring. Students from the New School in Cambridgeport created a variety of colorful and creative projects of which they, and their parents, were proud.

In addition to funding a wide variety of projects, the Arts Lottery also provides PASS funds, which enable school children throughout the City to attend performances and cultural (as well as educational) events at subsidized rates.

Public Art

The Cambridge Arts Council has administered Cambridge's 1% for Art program since the Ordinance was passed in 1979. The Ordinance specifies that 1% of City capital improvement project funds be spent for the incorporation of art into the new and or redesigned facilities or places. The intent of the program is to commission artists during the earliest phases of design to insure artist/architect collaboration and integration of the art in the final project design.

FY94 included selection of artists for two new City buildings and a commitment to on-going, long-term projects. An emphasis continued to be placed on public involvement and a process for the selection of artists that combines peer-review with active participation by the project community.

Local artist Lisa Houck was selected to create art for the new multi-service Senior Center in Central Square. After meeting with an 18-member Art Committee (consisting of community representatives and the professional art jury) the art jury selected a "pool" of five candidate artists, from which Ms. Houck was chosen from the five by the Cambridge Council on Aging.

Ms. Houck's proposal to create large scale acrylic and tile murals for the 1st floor common rooms, tying together the incredible variety of the Center's functional spaces, was whole-heartedly accepted. Ms. Houck's

colorful abstractions, will enliven the atmosphere of the facility and give this public place an intimate feeling.

A similar selection process was used for the new Haggerty School building in West Cambridge, where the school teachers, parents, and neighborhood representatives worked closely with a jury to identify the best artist for the project. Local ceramic muralist, Lilli-Ann Rosenberg, was selected from hundreds of artists and commissioned to create art for the new school.

After completion of the school construction, Ms. Rosenberg will work with the principal, the art teacher, and involve 1st grade students in the creation of the art. Her artplan, developed cooperatively with school representatives and neighbors, proposes to incorporate Ms. Rosenberg's murals into the students' cafeteria and at the entry to the lower level of the building. The selected sites will maximize enjoyment of the art by students on their way to lunch or to the gymnasium as well as the neighbors using the community room in building.

FY94 also saw the completion of the first two phases of a permanent public artwork, entitled "Turnaround/Surround," for Thomas W. Danehy Park. In collaboration with landscape architect John Kissida of Camp Dresser and McKee, Inc., internationally-acclaimed public artist, Mierle Laderman Ukeles, installed a half-mile long path, made of crushed glass and mirror mixed with asphalt, which traverses the top of a hill in the center of the Park. The pathway provides accessibility to this highest "natural" point in Cambridge. Ms. Ukeles collaborated with Mr. Kissida on selection and "arrangement" of trees for allays and plantings to define the journey along the path.

The public became a part of the art by bringing Ms. Ukeles glass at a series of presentation talks she gave to the Cambridge community and schools in 1993.

Ms. Ukeles is in the process of developing a detailed proposal for additional sculptural elements at the top of the hill and for extensive community participation in the completion of the project.

In connection with Ms. Ukeles's Danehy Park project, the CAC co-sponsored a 3-day national symposium with the San Francisco Exploratorium concentrating on the role of artists in the design of waste management facilities and systems, entitled "Rising Above our Garbage." Danehy Park and the work of M. Ukeles were presented as a model infrastructure project involving art.

"The Lost Zebra," a replacement sculpture for the original Lost Zebra was installed at the tot-lot of the Fr. Callahan Playground. The first Zebra was installed in 1990 and hailed as site-marker and a joyous addition to the neighborhood. It was removed after being vandalized. In response to the wishes of the community and the City Council, the Public Art Committee commissioned the artist, Patricia Keck, to create a second Zebra.

The Public Art Program also presented two temporary projects in conjunction with specific events. A temporary public artwork by artists Susan M. White, Jerry Beck, and Karen Norberg was commissioned for the Cambridge River Festival. Responding to the Festival theme -- "Food for the Body; Food for the Soul" -- the artwork (aptly named Ship of Foods), consisted of a thirteen-foot "ship" in the form of banana, with a carrot mast and celery oars and involved a day-long public interaction, where the three artists who created it and their

crew engaged the public in the creation of boats and food sculptures out of recyclable materials.

In connection with the "Day Without Art" (December 1, 1993), the Arts Council distributed a publication with important information and legal advice for artists with AIDS, including information on estate planning and insurance coverage. The publication was made available to Cambridge artists free of charge.

Gallery 57

The Arts Council administers a visual art gallery at City Hall Annex -- Gallery 57 -- to provide emerging local artists with an opportunity to exhibit their art and the community with free exhibitions of contemporary art in a publicly-accessible space. During FY94, the Gallery presented a full schedule of twelve, month-long exhibitions, including eight one-person exhibits of work by Cambridge artists and four group exhibitions.

The summer group exhibition program emphasized collaboration with other public agencies. In July, 1993 the Gallery sponsored an exhibit of autobiographical quilts created by women at the North Cambridge Senior Center. A special reception for the artists and other members of the Senior Center was co-sponsored with the Cambridge Council on Aging and broadcasted by the Cambridge Municipal Television for other members of the senior community to enjoy. The following month, the Gallery collaborated with the Cambridge Public Housing Authority on a city-wide photo-contest and a Cambridge public housing exhibition.

Continuing its four year tradition, the Gallery organized an open competition, juried by an independent panel of art professionals, to select artists for the winter exhibitions.

After a preview of all selected artists' work in September, the series was launched by an exhibition of fabric based narrative paintings by Jennifer Regan (October); wall-sized mosaic installation by Douglas Kornfeld (November); mixed-media sculptures by Kathleen Finlay (December); photographs by Valerie S. Nestor (January); large-scale sculptural assemblages by Joe Davis (February); landscape paintings by Prilla Smith Brackett (March); site-specific installation by Virginia Platt (April); and shrine-like pedestal sculptures by Catherine Tutter (May).

Following the winter exhibition series, the Gallery presented a group exhibition of paintings by three Cambridge artists, John Devaney, Ellen Ezorsky, and Wade Zahares in June. Entitled "Ordinary Things; Extraordinary Perspectives," the exhibit brought together paintings showing the fantastic side of mundane things in our environment.

In an effort to diversify the Gallery programming and bring the exhibitions beyond the regular gallery-going public, the Gallery emphasized collaborative presentations with other city agencies and community based groups. Example of this was a co-sponsorship with the Cambridge Women's Commission of a poetry reading by quiltmaker/poet Jennifer Regan and poet Judy Grahn in conjunction with Regan's October exhibition and, again of a special event in celebration of Women's History Month with video, discussion and a special presentation by the artist of the month, Prilla Smith Brackett.

In conjunction with Catherine Tutter's exhibition in May, a combined program of dance and music performance and a discussion by the artist of her work was presented at the Gallery. A new element of the Gallery's outreach that will be continued on an ongoing basis in the future, is a series of "brown-bag" lunches for city employees where the artists discuss their work and answer questions.

Animal Commission

The Cambridge Animal Commission was first established by an ordinance in June of 1979. The Animal Commission provides and facilitates programs concerning animal control and welfare in the City of Cambridge.

The primary goal of the Animal Commission is to maintain and promote Cambridge as a safe environment for people, pets and other animals. This is accomplished through an educational and enforcement approach. The Department utilizes its resources to encourage responsible pet ownership and to also manage the diverse population of wildlife that coexists within the City of Cambridge.

Administration

- During FY94 the Animal Commission licensed over 1700 dogs.
- There was a threefold increase of wildlife-related calls, specifically raccoons. This increase was due to the rabies epizootic that spread into Cambridge in January of 1993. In response to this epizootic, Cambridge Animal Control Officers assumed complete responsibilities as Animal Inspectors. The Inspector's position was previously within the Department of Health and Hospitals. One of the major roles of an Animal Inspector is the issuance of quarantines relative to rabies.
- The Commission instituted a second notice mailing for outstanding violation notices that resulted in a 25% increase in the final disposition of the citations issued.
- During FY94 there were over 500 reports filed for lost or found animals (dogs, cats, birds, rabbits, reptiles).

Education

- In further response to the rabies epizootic, the Cambridge Animal Commission, in conjunction with the Cambridge Police In-Service Training Academy, instructed over 200 Cambridge Police Officers about wildlife and rabies in the City of Cambridge during FY94.
- The Director of the Animal Commission participated in classroom discussions at the Kennedy School, relative to responsible pet ownership and wildlife in the city.
- Rabies alert information was disseminated utilizing both the local newspapers and a cable access television

appearance.

- In FY94 over 300 pooper scooper informational sheets were distributed during the spring licensing program.

Enforcement

- During FY94 there were 226 citations issued for violations of the Animal Control Ordinance, which resulted in \$2,495.00 on fines.
 - 16% were issued for violation of the dog license law;
 - 66% were issued for violation of the leash ordinance;
 - 3% were issued for violation of the scoop ordinance; and
 - 15% were issued for violation of a failure to display a dog license law.
- Animal Control Officers responded to over 2800 reports concerning cruelty to animals, barking dogs, loose dogs, dog waste, injured animals, wildlife-related problems and feral/stray cat problems.
- Within FY94, 96 stray dogs were impounded by the Animal Control Department.
 - 35% Adopted
 - 65% Returned to Owner
 - 0% Euthanized
- There were over 120 quarantines issued during FY94 which resulted in 310 in-house quarantine checks.

Services

- Provided four (4) low cost Rabies Vaccination Clinics for dogs and cats.
- As a result of our adoption program, there were 34 dogs and 10 cats placed with new responsible owners.
- Continued distribution of low cost spay/neuter assistance programs, domestic pet behavior problem solving, and nuisance wildlife exclusion and deterrent methods.

Fire

This is the annual report of the Cambridge Fire Department for FY94. The year began with the closing of Engine Company #7 on July 1, 1993 at 0730 hours. This was the first closing of a Fire Company in Cambridge since the beginning of the century when Chemical Companies #1 and #2 were removed from service.

The uniformed strength of the Department was increased to 275 members in early July. Retirements and resignations reduced the strength to 267 at the end of FY94. Twenty-one (21) recruits completed training at the

State Fire Academy in September. The assignment of these Fire Fighters to the Fire Companies greatly reduced the need for overtime hiring. They also moved the Department closer to the goal of four (4) member staffing of Fire Companies.

The Fire Suppression Divisions made 20,541 responses during FY94. There were 321 Code 11, structure fires. This is an increase of 29 structure fires over FY93. Fire Companies responded to 3,529 Emergency Medical Incidents (Code 32) and an additional 23 resuscitation's (Code 31).

Working under the direction of the Fire Prevention Division the Companies performed 2,422 inspections.

Members of the Hazardous Material Task Force (Rescue Company, Ladder Company #1, Engine Companies #1 and #3) received four (4) days of specialized training. The training featured great speakers from industry and educational institutions. This course featured the new HazMat Apparatus that was delivered during April.

The Technical Services Division prepared specifications for two pieces of apparatus delivered in FY94. A hazardous material response apparatus was delivered in April. In June the Department took delivery of a 105 foot rear mount aerial ladder truck. Technical Services has been actively involved with the recently established Department of Emergency Communications. Deputy Fire Chief Reardon has devoted much time and expertise in assisting Mr. Fosque with technical and procedural planning.

Captain Lawrence Ferazani is the Fire Department SARA Officer. This office is responsible for control and storage of hazardous material and waste. An eight (8) hour course on hazardous material awareness was recently presented to all Members of the Cambridge Police Department by the Captain.

Public Fire Safety Education has been presented to the students in the Cambridge Public Schools. The SARA Officer is also involved in all aspects of Fire Department operations and training.



Two alarms were sounded to contain this fire which broke out in the Economy Hardware store. Scores of residents fled this noontime fire which extended to the fourth floor before being brought under control. Quick action by Firefighters resulted in containment of the fire and no injuries to occupants.

The Fire Investigation Unit (FIU) conducted 114 investigations during FY94. There were 19 structural and 7 motor vehicle arson fires. The FIU is under the command of Deputy Fire Chief Gelinias. He reports directly to the Chief of Department.

SARA Office

- Conducted twelve hazardous material investigations with the City Manager's Inter-City-Agency Hazardous Materials Task Force.
- Completed the mandatory eight hour hazardous materials awareness level training for all Cambridge Police Officers. MIT Police and Harvard University Police were also included in this comprehensive training that was presented over a six month period.
- Conducted additional hazardous materials awareness level training to newly appointed task force members.
- A 50% completion of the safety and hygiene plans developed by the LEPC Emergency for Biotechnology firms have been submitted to the LEPC and distributed to the Fire and Police Departments.
- Conducted monthly meetings with the individual chairman of the local emergency planning committee on risk assessment and emergency hazardous materials planning.
- Conducted four required quarterly meetings with the local emergency planning committee. New regulations both federal and state that impacted on the LEPC were brought to all members of the LEPC for coordination. The low-level radioactive waste regulations and the new Clean Air Act were a few of the significant new issues.
- Represented the local emergency planning committee on the state emergency response commission and was able to have the commission adopt a reorganization plan for all LEPC's in the state. The state will now use the Environmental Protection Agency's priority planning index as a basis for the LEPC organization.
- Conducted required hazardous materials table top exercise at the Emergency Operations Center, 147 Hampshire Street. The exercise was conducted to test the City's emergency medical preparedness in response to a hazardous material incident.
- Received a grant from the Department of Transportation, Hazardous Materials Transportation Act. This grant was given to the Cambridge LEPC to conduct a study into the transportation of hazardous materials through the City. Arthur D. Little was contracted by the LEPC to conduct the study and to recommend safe and alternate routes.
- Requested an additional grant through the Environmental Protection Agency, to establish for all local emergency planning committees in this country, a program to manage the implementation of the Clean Air Act

amendments.



HazMat incident involving Potassium Hydroxide which leaked from a tanker truck. Firefighter in special protective suit neutralizes the spill. One Firefighter received burns while assisting the driver of the truck. Firefighters successfully controlled this incident which occurred on a cold January morning.

Public Education

- Conducted community based fire safety training for the elderly on Cambridge Cable Television and conducted on site presentations in all Cambridge Housing Authority's high rise buildings.
- Conducted fire safety training and assisted in developing evacuation plans in a number of Cambridge based business and residential facilities within the City.
- Currently developing, in cooperation with Cable Television, an emergency evacuation film. The film which is primarily for a hazardous materials accident will address an all hazards approach to the city's evacuation plans.
- Continued to coordinate the Fire Departments role in the central artery tunnel project with particular emphasis on SARA Title One (Worker Protection) for the cities inter-agency response members.
- Presented to the Cambridge Public Schools during fire prevention week a robot enhanced fire safety program, a program that has been presented each year for the past nine years, building the fire safety blocks of knowledge for each child in the Cambridge School System. This year the Cambridge Fire Department introduced its new fire safety coloring book developed by the Cambridge Fire Department into the Cambridge School System.
- Requested and received a grant from Lotus Company to purchase a fire plug robot. This robot which is much more portable than our fire engine robot will be used to reach out to those areas such as preschool and other

programs which have small numbers of people but need fire safety education.

- Participated in the Cambridge YMCA Youth Day, the "National Night Out Against Crime" program and in the Cambridge Chamber of Commerce Day; presentations at Commerce Day included the Fire Department education programs offered to the business community.
- Conducted an open house program during fire prevention week in all fire stations throughout the City and presented for the second year a fire safety program at the CambridgeSide Galleria.

Fire Prevention

The Fire Prevention Division is responsible for inspecting fire detection and extinguishing systems. Fire Prevention Officers will provide technical assistance during installations and renovation of these systems. Numerous projects are ongoing throughout the City and property owners are eager to make use of this assistance. This Division also works with Fire Company members in conducting State mandated fire prevention inspections. Permits for use and storage of flammable liquids and gases, for cutting and welding and certificates of compliance for smoke detectors are issued by this division.

Projects that included the renovation and upgrading of fire protection systems within the City are as follows:

- Numerous renovation projects continued throughout the city and many of these projects were in buildings that contained no fire detection or suppression capabilities. Through plan reviews and discussion we have been able to bring these buildings up to code in fire protection.
- As in previous years, Harvard University and MIT continue to upgrade the fire protection systems within their properties.
- Three new buildings are now under construction in the Kendall Square area with another high rise on the drawing board. This office is involved with pre-construction plan review, approval of the sprinkler and fire alarm plans, on site inspections during construction and a final acceptance test of all systems.

Code Compliance

Responsibilities of this division include:

- Supervision of state mandated inspections, i.e., schools, hospitals, nursing homes, hotels, clinics, and theaters by the fire suppression forces.
- Supervision of complaint investigations of fire hazards and follow ups by the fire suppression forces.
- Visitation of all residential buildings in the City by fire suppression forces to re-educate and assist the public in the proper maintenance and operation of home smoke detectors.

- The inspection of all licensed establishments jointly with the License Commission for life safety code violation and fire hazards.
- The inspection for compliance with new Federal and State guidelines for underground storage of flammable liquids, i.e., the removal of tanks and contaminated soil, the installation of new tanks and piping.
- Issuance of permits for the proper storage and use of flammable liquids and gasses. Issuance of certificates of compliance on smoke detectors and issuance of permits for burning and welding.
- The continuance of the implementation of City Ordinance #1110 which imposes charges for Fire Department Responses for false alarms during a six month period of properties with automatic fire alarm systems.

Fire Prevention Division Inspections

Certificate of Occupancy	205
Complaints	95
Plan Reviews	80
Safety Inspections	398
Safety Re-Inspections	92
Smoke Detector Installation	48
Smoke Detector Mitigation	28
Sprinkler Installation	92
Underground Tank Compliance	108

Company Inspection

Public Schools	160
Private Schools	170
Parochial Schools	50
Day Care	212
Nursing Homes	28
Elderly Housing	48
Halfway Houses	48
Clinics	68
Hospitals	24
Hotels	60
Restaurants	320
Theaters	44
Smoke Detectors Inspections	610
In-Service Inspections	580

Technical Services Division

Technical Services Division is responsible for upgrading and maintaining the department's communication systems, real property, apparatus, purchasing, as well as the maintenance of all Fire Department buildings, rolling stock, and tools and equipment.

The radio system includes not only portable and mobile radios, but also box assignments, response areas, databases, standard response procedures, and liaison to the Fire Alarm Division and newly created Emergency Communications Department.

Communications duties also include assisting in maintaining the infrastructure of the Communications System. Numerous pieces of electronic equipment are

required to provide the daily operational needs of the department. Base stations, receivers, computers, comparators, antennas and a variety of specialized circuit boards, and back-ups must be kept in full working order. These sometimes transparent pieces exist throughout the City, on roof tops as well as underground from Boston to Arlington in the MBTA Red line to complete the radio system.

Technical Services also develops and prepares the specifications for the bids on department vehicles, specialized rescue tools and computer equipment and software.

Presently, specifications are being prepared for a new 1250 GPM pumper to be assigned to Engine Company 4 at Porter Square. This will replace the 1971 Maxim pump presently in service. This bid will advertised in early July with an award by August.

A Hazardous Materials-Command Post Combination type vehicle was delivered by 3-D Fire Apparatus of Shwana, Wisconsin. This combination vehicle will serve as a back-up Rescue, Command Post, and Hazardous Material Response vehicle.

Ladder Company 3 received a new 105 foot rear mount aerial manufactured by Pierce Fire Apparatus of Appleton, Wisconsin. Their present aerial ladder, a 1989 Maxim 100 foot tractor trailer, was reassigned to Ladder Company 4.

New station uniforms made of fire resistive Nomex 111-A fiber have been bid and awarded to Lion Apparel of Dayton, Ohio. The order of over 2000 pieces is due in the fall of 1994.

Present projects include the ongoing preparation for Enhanced 9-1-1. This will allow a PSAP, or public safety answering point to immediately identify an incoming caller's location.

In conjunction with this, a decision has been to combine both the Fire and Police dispatch centers, and to purchase a CAD (Computer Aided Dispatch) for use by both departments.

The new computer system will include a records management system (RMS) for both public safety departments. The RMS will allow for storage and retrieval of important records that are presently stored on paper. The renovation of the Fire Alarm complex is targeted for the fall of 1995.

Fire Investigation Unit

The mission of the Cambridge Fire Department Investigation Unit (FIU) is to identify and combat arson fires in the city. Fire Investigation Unit members respond to and determine the cause and origin of suspicious and incendiary fires, fires of undetermined origin, fires where a crime has been committed, series of fires in a specific area, multiple alarm fires or any other fire to which the Fire Incident Commander requests an investigator. FIU members also investigate all fires where serious or potentially serious injury or fatality has resulted.

FIU statistical totals for the fiscal year, FY94 are as follows:

Total Responses/Investigations	114
Total Arson Fires	42
Structural	19

Motor Vehicle	7
Other	6
Threats/Attempts	12
Bombs	2
Total Accidental Fires Investigated	44
Structural	34
Motor Vehicle	7
Other	3
Boats	0
Total Undetermined	7
Structural	5
Other	2
Total Other Investigations	13
Fire Apparatus Accident	2
Structural Collapse	1
Hazardous Materials	2
Burn Victims	6
Miscellaneous	2
Criminal Complaints/Arrests	6
Referral for Psych Treatment	2
Juvenile Referrals	6
Referral to Registry of Motor Vehicles	5

Major cases investigated by the unit include the "Hotel Fire Setter" cases whereby a gentlemen started fires in numerous incidents in greater Cambridge and Boston Hotels. These fires were started as part of a diversion and property theft scheme in hotels, where thefts would be committed against hotel guests during a fire or fire alarm activation. The perpetrator was apprehended and was sentenced to serve time in a correctional facility.

The measurable success of the Fire Investigation Unit in arson prevention and control is documented in hard copy statistics and records. Also real, but immeasurable, is the abstract success, the deterrent factor of the thorough fire investigation and criminal follow-up when needed. The knowledge that every questionable fire will be investigated is a definite deterrent to the arsonist. The Fire Investigation Unit also maintains patrols in the City as needed.

The Fire Investigation Unit is comprised of six (6) primary Fire Investigators and 4 backup investigators. One Cambridge Police detective is also assigned to the unit. Of the Fire Department members, two are full-time investigators and the remainder are part-time investigators. The part-time investigators are also assigned to fire suppression units. Fire Investigation is the only staff function carried out by suppression personnel.

Throughout the year, the FIU participated in training classes provided by the Cambridge Police. The Fire Investigation Unit acknowledges and appreciates the assistance of the Cambridge Police, the Massachusetts State Police, the Registry of Motor Vehicles, the Cambridge Fire Department Technical Services Division, the Cambridge Fire Department Fire Prevention Division and the Fire Suppression Unit.

The Fire Investigation Unit also works closely with Fire Investigation Units of other area cities and towns.

Training Division

A Fire Department is a success or a failure depending on its training program. No other factor has as much ultimate effect on the department's operation.

Since the beginning of Fiscal Year 1994, the Training Division has conducted the following training classes.

July - Sept. 1993 Cambridge Cares About Aids

Awareness classes were conducted by Cambridge Cares About Aids detailing the transmission, prevention and treatment of AIDS and HIV. This was a continuance of classes that began in June.

July 1993 Recruit Orientation

Twenty-two new members were appointed to the Department. A one week, 40 hour course was conducted giving the new recruits an overview of the Cambridge Fire Department. After the week, they attended the Massachusetts Firefighting Academy in Stow for 9½ weeks. All members attending graduated from the Academy with the designation of FIREFIGHTER II.

July - August 1993 SARA

A two hour class was conducted by Captain Lawrence Ferazani, the Department's SARA officer. The class involved SARA Title One issues, dealing with health and safety.

August 1993 Pump Operations

Classes were held at the Fresh Pond training site and at Binney and Fulkerson Streets on basic pumping evolutions and handline deployment.

September 1993 Hepatitis B

A lecture and a video were presented to department members detailing the facts pertaining to the Hepatitis B virus and procedures taken when exposed to patients with HEP-B. Benefits of the HEP-B vaccination were also discussed.

September 1993 Multi-Gas Monitor

The Hazardous Materials Task Force was given instruction and maintenance procedures on the Industrial Scientific TMX-410 Multi-Gas Monitor.

Oct. - Nov. 1993 CPR Recertification

Annual Cardio-pulmonary Resuscitation (CPR) certification for all members of the Department.

Nov. - Dec. 1993 First Responder Recertification

First Aid training for all members of the Department who are not Emergency Medical Technicians. Additional

training was given to the new firefighters on probation (FFOP's).

January 1994 Infection Disease Control

Deputy Chief John O'Donoghue conducted classes on the transmission, protection from, and reporting of infectious and communicable diseases for Department officers. Future classes will involve all members of the Department.

January 1994 Current Events

Classes were conducted for all Department officers to discuss current Cambridge Fire Department policies, the Knox Box system, the Incident Command System, tactical worksheets and the Sector Officers responsibility on the fireground.

February - May 1994 Retirement System

"What You Need to Know Before You Retire" was conducted by Ann Leduc, Executive Director of the Cambridge Retirement System, for all members of the Department. An informal session on the retirement system and how it pertains to benefits was conducted.

March - April 1994 Hydrant Testing Procedures

Proper hydrant use and testing procedures as approved by the Cambridge Water Department were covered during this training prior to companies conducting annual hydrant testing.

April 1994 Hazardous Materials Refresher

This is a continuing program of training for the Hazardous Materials Task Force members. It consists of 4 full days of training for each group. Some of the topics covered during the four days of training include the Department's Asbestos SOP, HMTF paperwork, air monitoring equipment, radiation hazards, DOT rules and regulations, Bio Hazard safety, chemical incidents, trains, and suit day. This is an intense program involving fire department instructors as well as those from private industry, including Harvard and MIT.

Fire department personnel from Belmont, Worcester, and North Attleboro were also in attendance.

May 1994 MIT Research Reactor

A tour of the MIT scientific research reactor located at 138 Albany Street was given to all first alarm companies and HazMat Task Force companies by MIT personnel. The tour included the building facilities and the reactor area.

May - August 1994 Mandatory Employee Sexual Harassment Training

Mr. William Gomes, Director of Affirmative Action for the City of Cambridge, presented a program on sexual harassment in the workplace. The program covered the City's policy on sexual harassment and the complaint

procedures.

April - June 1994 Employee Assistance Program

Mr. Phillip McGranahan, Employee Assistance Program, presented an assessment and referral program designed to help evaluate personal stresses an employee may be facing and to identify and refer to resources that offer the best solutions.

April 1994 HazMat Incident Command

All Deputy Chiefs and senior Captains attended a training session on the Incident Command System dealing with a hazardous materials incident.

May 1994 Foam Pump Operations

An inter-company training exercise on foam operations was conducted in the East Cambridge Railroad yard using a railroad tank car that was furnished by the Springfield Terminal RR. Engine 3, the foam pump, Engine 6 and Ladder 2 participated in the drills, which included members from all groups.

June - Present 1994 Multi-Company Training Exercise

This training involves two engine companies and a ladder company responding to Engine 3's quarters and establishing a water supply, advancing handlines, and placing and climbing ground ladders in full protective clothing, including SCBA.

On Sunday, November 7, 1993, the Cambridge Fire Department and the MBTA, with the cooperation of the Arlington and Somerville Fire Departments, Professional Ambulance and the Cambridge Police Department conducted a simulated Emergency Incident Drill Program to ascertain the Fire Department's and the MBTA's emergency preparedness through evaluation of capabilities and planning.

An inbound train stopped in the Red Line Tunnel near the emergency exit at Garfield Street and was impacted from behind by a second train traveling in the same direction. Approximately 100 passengers, including some with disabilities, were spread out through the two trains. Injuries were simulated on some of the "actors." There were six non-ambulatory injuries and two of the passengers were fatalities.

The exercise was a success but was not without problems, even with the extensive preparation time given by the Training Division and the MBTA's Safety Department. Valuable information was gained that should aid the MBTA and the participating emergency responders in providing an improved emergency response in the future.

In November 1993, the Department started a HEP-B vaccination program with the first of three "shots" given over a six month period. The Training Division has coordinated this program with the Cambridge Hospital.

In addition to these activities, the TRAINING BULLETIN is in place within the Department. The TRAINING BULLETIN has the objective of establishing a criterion for the basic skills of firefighting. This training is carried out on the company level with involvement by the Division Deputy Chiefs. The Training Division checks on the progress of the training by conducting field evolutions on the given training.

The Training Division is involved in research and development within the department. The Division assists and makes recommendations regarding the testing of new equipment, products and personal safety equipment for compliance and acceptance or approval by existing safety standards.

As the Safety Division within the Department, duties involve observing on the fireground and other relevant activities that proper safety regulations are being followed, correcting errors immediately and taking note of unsafe practices so that they can be corrected. The Division shall submit recommendations to correct unsafe operations to the Chief of Department.

SUBJECT: Activity by Fire Company for FY94

Company		Fire Duty	Medical Services	False Alarms	Mutual Aid	Totals
Engine #1	491 Broadway Headquarters	1,463	275	140	0	1,878
Ladder #1		1,162	53	134	46	1,395
Rescue #1		903	2,071	24	4	3,002
Engine #2	378 Mass. Ave. Lafayette Square	1,310	845	305	7	2,467
Ladder #3	Lafayette Square	1,166	56	279	3	1,504
Engine #3	173 Cambridge St. East Cambridge	686	398	128	7	1,219
Ladder #2	East Cambridge	666	91	128	27	912
Engine #4	2029 Mass. Ave. Porter Square	851	621	70	28	1,570

Engine #5	1384 Cambridge St. Inman Square	1,182	419	277	51	1,929
Engine #6	176 River St.	893	376	166	0	1,435
Engine #8	113 Garden Taylor Square	863	231	112	2	1,208
Ladder #4	Taylor Square	932	72	91	3	1,098
Engine #9	167 Lexington Ave.	521	344	36	23	924
TOTALS		12,598	5,852	1,890	201	20,541

Police

After recording three years of serious crime on a downward spiral, the City of Cambridge registered a 7.2% increase in the Part One Crime when comparing the 1993 total with that of 1992. Because of the seriousness and frequency of occurrence, eight offenses (murder, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson) comprise a crime index of Part I crimes and serve as an indicator of the locale's crime experience.

This 7.2% increase in serious crime comes on the heels of 1992's crime index which was the lowest total reported by the Cambridge Police to the Federal Bureau of Investigations (FBI) Uniform Crime Reporting Program since 1968. The Part One Crime index of 6,384 incidents represents only the second time in the past 25 years that the City of Cambridge accounted for less than 6,400 serious crimes as an annual total of incidents.

Further analysis reveals that both violent crime (+6%) and property crime (+7%) increased in 1993 when compared with the 1992 figures. Driving the increase in violent crime was aggravated assault (+16.6%). All three of the property crimes (burglary, larceny and auto theft) recorded moderate increases of between 7 and 9 percent.

The continuing decline in robbery (-11.5%) represents one of the more positive statistics generated in 1993. This decrease comes after a 28% drop in this crime in 1992. The 1993 robbery total of 253 incidents replaces the 1992 figure as the lowest total reported for this crime in Cambridge since the mid-1960s.

	1991	1992	1993
Forcible Rape	38	33	30
Robbery	399	286	253
Aggravated Assault	567	551	643
Burglary	1 098	866	929
Larceny	3 363	3 326	3 563
Motor Vehicle Theft	1 012	887	964
Murder	5	2	2
	<u>6 482</u>	<u>5 951</u>	<u>6 384</u>

Reported crime in the City of Cambridge registered an 8.18% decrease in the first six months of 1994 when compared to the first six months of 1993. 2,647 serious crimes were reported in 1994 compared with 2,848 in 1993.

For the fiscal year ending June 30, 1994, the Cambridge Police Department consisted of 253 sworn officers and 45 civilian staff.

During the fiscal year, the following achievements were accomplished by the personnel of the Police Department.

- During calendar year 1993, the Police Department was responsible for a total of 2,741 arrests. Of this total, 1,018 arrests were for felonies while 1,723 were for misdemeanors.
- Reportable motor vehicle accidents decreased 12.2% in 1993 when compared with the previous year. A total of 2,462 accidents were reported throughout the City during the year.
- The Operations (uniform) Division issued 14,533 moving vehicle citations and 39,455 parking tickets.
- The Day and Night Patrol Sections were responsible for conducting over 20,000 "Park & Walk" assignments throughout the City. These assignments require uniformed officers to walk a particular neighborhood, block, business district, housing complex, park/ playground, etc. The assignments are based on reported crime, calls for service, expressed community concerns, etc.
- In order to provide safety and security during the holiday season to citizens and shoppers throughout the City, the Police Department conducted Operations "Christmas Grinch III" during the month of December. A series of two uniformed walking patrol officer teams were assigned, on overtime, in various residential and commercial areas of the City. The officers provided a uniform presence to deter the typical holiday crimes.
- For the second consecutive year, the Police Department conducted the Neighborhood/ Park & Playgrounds walking program. Uniformed patrol officers, on overtime, were assigned to walk all areas of the City in four hour blocks. The objective was to provide a uniformed visibility and to insure every street in the City would be walked by a uniformed officer.
- The Crime Analysis Unit published Neighborhood Crime Reports on a quarterly basis. A Neighborhood Crime Report is comprised of statistics for the City of

Cambridge's thirteen neighborhoods. The focus of the report is on the five target crimes the Crime Analysis Unit monitors to establish thresholds and to forecast potential crime trends. The crimes of street robbery, housebreaks, auto theft, larceny from motor vehicles, and malicious destruction occur in sufficient numbers to be amenable to analysis and predictive as to pattern development. Data on drug arrests, ongoing crime trends, community concerns and crime projections can be found in the year's review for the neighborhood.

- In June, six uniformed officers were assigned to the Bicycle Unit as part of the community policing philosophy. These officers, equipped with Raleigh bicycles, patrol various neighborhoods of the City in teams of two. Coverage is provided seven days a week. The officers are better able to patrol parks and playgrounds and have better communications and contact with the public.
- Neighborhood community walks by all senior command staff, often accompanied by local neighborhood leaders, local business representatives, or Cambridge Housing Authority representatives, are conducted on a weekly basis.
- In August, 1993, the Police Department held its third annual Open House. Over 8,000 visited and attended a number of demonstrations and exhibits.
- In October/November, 1993, Operation "Northern Exposure" resulted in the execution of six search warrants and the arrest of 16 individuals for narcotics violations in the North Cambridge area.
- The Police Department, in cooperation with the School Department, continued a program of distributing confiscated and abandoned bicycles to needy children in the City.
- Commercial Security and Police Department representatives continue to meet on a monthly basis. These regularly scheduled monthly meetings are designed to exchange selected information and to increase the information network and crime reduction methods through proactive model design.
- The Massachusetts Executive Office of Public Safety awarded the Police Department a grant in the amount of \$140,240 to assist in implementing a community policing strategy in the City of Cambridge. The purpose of the grant was for a comprehensive, multi-faceted approach to drug prevention and demand reduction, to restore the quality of life and spur economic revitalization in the Central Square area and the four adjacent neighborhoods.
- The Police Department received a grant for from the Massachusetts Committee on Criminal Justice in the amount of \$29,000 for the continuation of Operation "Safe Home." This was the second year of funding for this program which assists the Department in implementing an integrated response system to domestic

violence and abuse.

- The Drug Abuse Resistance Education (DARE) program continued in all of the City's elementary schools during the 1993/1994 school year. The Department received a grant award of \$33,137 from the Massachusetts Executive Office of Public Safety to assist and expand the DARE program.
- The Police Department opened its doors on Halloween and welcomed children of all ages to visit. DARE coloring books and candy were distributed to all visitors.
- The Department received a grant of \$37,500 from the Massachusetts Committee on Criminal Justice for a Police Information Improvement project. The grant developed, within the Police Department, a formal integrated community policing information network on personal computers.
- Thirty four new police officers (including three bilingual Hispanic officers) completed an 18 week training program and successfully graduated. The new officers have been assigned to the various neighborhoods throughout the City.
- The Police Department continued its Employee Recognition Program. The Program provides recognition, on a monthly basis, to the employees of the Department for their outstanding performance and contributions to the City and to the community. Receiving special recognition at year's end were: Officer Donald Bambino - Officer of the Year, Detective Gerald Baptist and John Fulkerson - Investigators of the Year, Officer Joanne Cloran - Most Courteous Officer of the Year, and Mr. Richard Sevieri - Civilian of the Year.

Traffic & Parking

The primary function of the Traffic, Parking and Transportation Department is public safety. The Department's goal is to increase public safety for pedestrians and bicycles using our streets, and support the transportation needs of the residents, businesses and institutions within the City. These goals are being achieved through the utilization of good traffic engineering, urban planning, sound curb regulations, investigations, educational programs and strict enforcement of the parking rules and regulations of the City. The Department is working closely with the Cambridge Police and School Department and other City Departments in reaching these goals.

The Department's responsibilities are divided into three divisions: Traffic Control, Parking Control and Supporting Services. The Traffic Control Division is responsible for conducting various traffic and parking studies that are requested by the City Council, City agencies and neighborhood groups. These studies give us the data necessary to make a reasonable and rational decision in determining the need for traffic and parking

changes. These studies are also required by law when we are considering the need for new traffic signals, stop signs and marking streets one-way. The types of studies conducted include traffic volume studies, pedestrian crossing studies, cordon counts, traffic signal warnings, stop sign needs, speed studies, truck restriction studies, parking and enforcement studies and accident studies that are conducted in cooperation with the Police Department.

The Traffic Control Division is also responsible for the maintenance of our traffic signals, warning beacons and our computerized traffic adjusted signal controller located at the Traffic Department's office. The Department has 76 intersections on line and our goal is to have all the signalized intersections on line by 1996. The Department continues to see a dramatic change of traffic movement as we can now control the number of vehicles entering our signal system as well as control the speed of the vehicles through the system. This computerized system has reduced backup at intersections thereby reducing the pollutants emitted from vehicles and conserving fuel.

The Parking Control Division is responsible for the Department's issuance of resident stickers and visitor permits. Our computerized Resident Sticker Program has resulted in shorter waiting time and with our continued use of an on-line Massachusetts Registry of Motor Vehicle computer, we have been able to eliminate most illegal registrations through prompt verification. In addition during FY94, the Department established an issuance program for resident parking stickers and visitor permits at eight neighborhood locations throughout the City. To accomplish this we had the cooperation of the Cambridge Housing Authority and the Cambridge Branch Libraries. The off-site program allowed employee's of the Department to issue stickers and visitor permits through our computer network while at Housing Authority and Branch Library sites. This program proved to be extremely popular with residents who availed themselves of the off-site locations due to the shorter waiting lines and closer proximity for the issuance of stickers and visitor permits.

In FY94, the Department issued 28,721 resident stickers and 30,683 visitor permits. Of those stickers and permits, 60% of the transactions were done at the main office at 57 Inman Street, 20% by mail and 20% at off-site locations. Due to the off-site locations, main office transactions were reduced by 20% which in turn created shorter waiting time.

The Department continues to oversee the administration and enforcement of off-street parking facilities as required by the Parking Freeze Ordinance.

Administration of the Parking Freeze is through the Interim Parking Control Committee (IPCC), a committee made up of Cambridge residents. The IPCC approves or disapproves applications filed through the Department for a Controlled Parking Facility Permit (CPFP) or Determination of Exclusion. These are the permits needed to operate a parking facility under the provisions of the Parking Freeze. During the past twelve months the IPCC held 3 meetings in which 5 Determinations of Exclusion, 1 Temporary Determination of Exclusion and 1 exemption were granted. In addition, the IPCC held 3 hearings in which 9 Determinations of Exclusion and 3 CPFP's were granted.

Enforcement of the Parking Freeze is through on-site

parking facilities by the Department in order to determine whether said parking facilities are operating within the provisions set forth by the Parking Freeze. The inspections are of parking facilities listed on the Parking Freeze Enforcement Strategy List, which is as follows:

Addendum A: Facilities holding a CPFP issued prior to August 15, 1990.

Addendum B: Facilities holding a Determination of Exclusion issued prior to August 15, 1990.

Addendum C: Facilities holding a CPFP issued after August 15, 1990.

Addendum D: Facilities holding a Determination of Exclusion issued after August 15, 1990.

Addendum E: Facilities which have no approval under the Parking Freeze (whether said facility came into use before or after the execution of the August 15, 1990 Memorandum of Agreement is not yet determined) and which appear to be operating without such necessary approval.

During the past twelve months the Department conducted 62 inspections of parking facilities throughout the City which resulted in 20 applications being filed with the IPCC for a Determination of Exclusion or CPFP.

Additional enforcement of the Parking Freeze by the Department is through the implementation of Section 10.16.071, placing restrictions on unrestricted on-street parking spaces. During the past twelve months 561 on-street unrestricted parking spaces were regulated which resulted in 281 of the spaces being added to the Bank of Controlled Parking Spaces which is overseen by the Department and IPCC. Priority was given when placing restrictions on these parking spaces with safety hazards being considered first, "Resident Permit Parking" second, "Time Limit Parking" third and "No Parking" fourth.

Under the General Laws of the Commonwealth, Chapter 213 of the Acts of 1989, the Parking Control Division has been granted authority to remove abandoned vehicles after an investigator has responded to a complaint and made the determination of whether the vehicle is abandoned. If said vehicle is found to be abandoned an abandoned vehicle ticket is affixed to the vehicle. The last registered owner then has seventy-two hours to remove the vehicle. If the vehicle is not moved within that period of time the vehicles is towed at the owner's expense and the owner is fined. The following is a summary of the Abandoned Vehicle Program for FY94:

Source of Complaints:

Residents	270
Parking Control Officers	98
Traffic Investigators	<u>130</u>
Total Complaints	498

Disposition of Complaints:

Vehicles gone upon arrival of investigator	173
Vehicles ticketed for abandonment	325
- Ticketed vehicles recovered as stolen	24
- Ticketed vehicles removed within 72 hours by owner after ticketing	223
- Ticketed vehicles impounded as abandoned by the Traffic & Parking Department	68

The City's on-street parking management program is made up of thirty-two (32) Parking Control Officers and three (3) Supervisors who enforce all parking regulations. The traffic maintenance and parking meter repair person install, maintain and collect revenue from the City's 2,400 parking meters. This combined effort enables motorists to park legally in well defined metered and unmetered areas while providing a high percentage of turnover parking, thereby giving short term parkers an equal opportunity for inexpensive parking in our business districts.

The Department's off-street parking facilities include two parking garages: East Cambridge with 1,100 parking spaces, and Green-Franklin-Pearl with 290 spaces. There are also seven parking lots with a total of 249 spaces located in our business districts as well as the 261 parking space facility at the Cambridge Hospital.

The Parking Violations Bureau is responsible for the processing of all parking tickets and the collection of all fines and penalties paid on those tickets. The Department's goal is to provide the public with accurate information when they inquire about the status of tickets they have received or paid. The Bureau has the on line capability of interfacing with the Massachusetts Registry of Motor Vehicles in order to better serve the needs of the general public. In FY94, the Department generated \$11,074,000 in revenue from its various functional areas. The operating budget of the Department was \$5,628,750 for FY94.

Police Review and Advisory Board

The Cambridge Police Review and Advisory Board was established in 1984 by City Ordinance. The primary function of the Board is to hear and decide complaints of misconduct filed by persons against Cambridge police officers as well as complaints by departmental employees against the Police Department. The Board also reviews and makes recommendations regarding the Police Department's policies, practices and procedures.

It is the responsibility of the Police Review and Advisory Board to ensure that citizen complaints against members of the Cambridge Police Department are met with timely, thorough thought and unbiased investigation, and that determinations regarding such are decisive and evenhanded. The members of the Police Review and Advisory Board are committed unpaid volunteers who have

demonstrated extreme flexibility, patience and discipline in exchanges with all involved, from complainants, to police officials and the city administrators and the media. These individuals are diverse in background and prospective, are bound by one common agenda -- to serve our City with fairness and integrity. Their conviction is to conduct themselves deliberately and methodically.

Specific Accomplishments

IACOLE Conference - 1993:

In 1992 the Board competed with several civilian review boards from other cities to host the 1993 conference of the International Association for Civilian Oversight of Law Enforcement (IACOLE). The Board received immense support from the City of Cambridge; the Cambridge Police Department; the Commonwealth of Massachusetts Criminal Justice Training Council; J.F.K. School of Government, Program in Criminal Justice Policy and Management, Harvard University Police; Northeastern University, College of Criminal Justice; the U.S. Justice Department; local business; and other community agencies.

This major event, the first of its kind in the New England region, and carrying the very fitting title "Strategies for Building Confidence and Trust Among the Public, Civilian Oversight Agencies and the Police," generated considerable interest. The objectives of the conference were to assist participants:

To understand the constraints necessary to balance police authority with individual rights; to identify appropriate institutional, individual and cultural responses for improving accountability and oversight of police practice; to encourage co-operation and understanding among the players who "keep the peace;" to exchange ideas about the common, as well as unique, problems facing civilian review boards and police managers nationally and internationally; and to train the conference participants.

With the assistance of Linda Stamper, Esq., City of Cambridge Law Department, the Board assembled a formidable array of speakers, both from the United States and the International arena. Three board members attended the conference and represented the Police Review and Advisory Board. There were over 200 conference participants from many different countries including, Australia, Belgium, Canada, England, Ghana, Hongkong, Ireland, Israel, New Guinea, New Zealand and South Africa. In addition, representatives of Oversight Boards in California, Florida, Hawaii, Illinois, Indiana, Maryland, Massachusetts, Minnesota, New York, Tennessee, Texas and Washington, D.C. were in attendance. Among them were senior police officers, police chiefs, commissioners, civilian review boards and their staff, police union representatives, lawyers, judges, politicians and academics. Conference issues from a variety of perspectives were debated during the first session of the conference. The panel discussion moderated by Mr. Dennis J. Kelly, Esp., Chairperson, of our own Police Review and Advisory Board, with representatives from Belgium, Canada, Israel, and United States, examined and compared oversight

systems in several countries.

A. Use of conciliation to resolve complaints

Conciliation has been demonstrated as an excellent public relations tool for the police and civilian oversight commissions in several communities. It is cost effective to mitigate conflict between the police and the public. The Cambridge PRAB has been successful in its attempts to utilize conciliation to resolve complaints. The PRAB considers offering policy conciliation/mediation process which could eliminate the need, in some cases, for full blown informative administrative hearings. This process would facilitate expeditious and meaningful resolution of complaints.

B. Community Policing

The notion of community policing received a great deal of attention at the conference. It was encouraging to hear that the community policing has been praised in several communities that have not only embraced its concept, but have implemented programs to fulfill the purpose. Cities with successful community policing programs report an increase in community interaction and a significant decrease in the number of complaints against police officers. Furthermore, community policing appears to negate the argument that civilian oversight meddles in police work. The success of community policing programs emanates from community input and involvement which is vital to effective policing.

C. Evaluating police service as a professional service

Police agencies are responsible for providing a professional service to the communities they service. Throughout the conference the doctrine of "serving and protecting" was echoing; this basic concept should not be taken lightly by citizens or the police. Police protection is a professional service and should be held to the standards of any other profession. Communities have a responsibility to treat police agencies as they treat other professionals and to demand the quality of work expected of such professionals. Additionally, police agencies have the duty to maintain standards of professionalism and integrity which demonstrate their commitment to deliver a professional police service to the community.

D. Cost of Complaints

The cost of complaints against police departments and similar agencies is astonishing. It is estimated that it costs as much as \$1,000 to \$5,000 per officer complaint. For instance, in 1990 the City of New York paid \$13.3 million to settle or pay verdicts in 233 cases, and the City of Philadelphia in FY92 spent \$8.8 million to settle civil lawsuits. Undoubtedly, such tangible costs impact the budget for training, while it diminishes and exhausts the time of investigators, police personnel, and the police management. However, the intangible costs are even more staggering. The loss of respect for the police deteriorates police effectiveness and hinders the ability of the police to deliver a professional service to the community.

Whether, accurately or inaccurately, some individual groups in communities believe they are not treated in a fair and neutral manner by the police. Civilian oversight is essential to maintaining the credibility of police operations with such groups.

Professor Tracy Maclin, Boston University, School of Law emphasized that independent oversight of police is essential as it relates to the day-to-day experiences between the police and the community they serve. The abuse of authority by some police officers can often be traced to an attitude found in individual officers. Professor Maclin quoted one police captain as stating: "Police do have a street personality with elements of arrogance, authoritarianism, distrust, hostility and often racism. This is a product which often permeates a department and where we provide training to new recruits, we must examine the training provided to supervisors and management. Police Esprit de Corps emphasizes unanimity and solidarity, which supports a structure in which excessive force and other unprincipled behavior do not necessarily generate censure from fellow officers.

Training is less costly to professional policing than complaints. Proactive analysis of training needs is a must to ensure professional policing. Moreover, simple common sense strategies would eliminate a large percentage of complaints and improve the image of policing in the community. It has been our experience here for example, often a simple apology or explanation will defuse a situation and provide a citizen with the adequate information or assurance to prevent a complaint. Professor Maclin pointed out that independent oversight of police power, whether in the form of civilian review, political representatives or community activists monitoring police conduct and procedure, or a lawsuit -- is no remedy for police brutality. Abuse will continue no matter what forms of oversight are put in place. However, police oversight promotes confidence in an area vitally important to our criminal justice system namely, the day to day encounters between the police and the civilians.

In summary, police oversight is indispensable to maintaining the credibility of the police operations with individuals and groups. Furthermore, the oversight of police authority helps both the community and the police: it serves the interest of citizens because they have a place to go to when they feel they have been subjected to illegal and unnecessary police authority; it serves the police because it strengthens the credibility of police-community relations and makes the actions of police officers work for the citizens and not against them.

Apart from these workshop sessions, the participants also had the invaluable opportunity to discuss particular issues of concern with each other; the Cambridge Police Review and Advisory Board Members took full advantage of this opportunity. The Board's assessment, which was shared by the participants and the IACOLE Board of Directors, was that the conference was overwhelmingly a successful event and the objectives of the conference were achieved. The Board hopes it will be possible to hold a similar conference at the local level.

Activity Summary:

In calendar year 1993, the Board, received thirty-six

(36) informal complaints of police misconduct. Of these, the Board resolved nineteen (19) complaints. The Board also resolved Eleven (11) cases that were filed prior to fiscal year 1993. Several of the complaints were resolved informally or by administrative means through the efforts of the Board's Executive Secretary. The following are the types of complaints investigated by the Board:

- Excessive force
- Discourtesy
- Improper stop/detention or search and seizure/arrest
- Inadequate investigation or improper police report.
- Discrimination (race/color and national origin)
- Harassment
- Improper police procedures
- Improper traffic citation or police tow

A considerable number of calls were received from people seeking advice or wishing to clarify what assistance the Police Review Board office could provide. Even though the Executive Secretary cannot directly assist persons who approach the Board about matters not within the Board's jurisdiction, the Secretary often is able to refer them to the appropriate agency. Therefore, this office has an important referral role.

One complaint was resolved after a full hearing and the taking of evidence. The Board found violations by the respondent police officers, and made the following recommendation for action by the Police Commissioner and the City Manager:

- On case No. 92-03, that the Police Commissioner reprimand the officer complained of, and that the letter of reprimand indicating the Board's adverse finding be placed in the officer's personnel file for two years. If the officer is not found to have engaged in any other misconduct as a police officer in Cambridge during this period, by any tribunal, court, or administrative body, the letter would be expunged from the officer's file at the end of this period.

That the Police Commissioner organize an interactive community youth forum, with the respondent officer's active participation, focusing on issues such as the basis for a police officer's use of force and the degree of force that is permissible whenever the use of force is justified.

Community Outreach:

The Board distributed fliers at various community centers, public libraries and other city agencies. The Board also placed an informational message about its function with the Cambridge Cable Channel 37 and the School Department News, Channel 36 which is being broadcasted continually. The message is written in English, Haitian Creole, Portuguese and Spanish. During the year, the Board's Executive Secretary attended and participated in various community based meetings and other City responsibilities.

- The Board's staff participated in and made a presentation about the Board's functions at a training workshop

for the Cambridge Community Services and the Bilingual Program of the Cambridge Rindge and Latin School, and the City Links Program. The Board's secretary is also mentoring a new immigrant student in the City Links Program. This student works at the Board office throughout the school year. Through these relationships, the mentor helps the student develop concrete skills in setting goals and making positive personal and career choices.

- The Board's staff participated in and attended various forums organized by the Mayor's Commission on Unity and Justice held in different City neighborhoods to listen to concerns of Cambridge Citizens. In addition, the staff took part in the Multicultural Committee of the Human Services Department in its numerous meetings held to discuss issues concerning City employees and Citizens.
- The Board's staff is also working with the City's Employee Diversity Committee. The Committee successfully planned "diversity day 1993" on August 11, 1993, an all day event for all city employees. The Committee also sponsored its first "international ball" for March 26, 1994.
- Moreover, the Board's Executive Secretary worked with the City Manager's office and Personnel Department in their effort to establish comprehensive training on sexual harassment for city employees and to improve the City's complaint/investigation process and to avert sexual harassment in the work place.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, and was enacted into law by the Governor and State Legislature. By that action, the Building Department was abolished and its functions, together with the housing code and sanitary inspection functions, formerly under the supervision of the Commissioner of Public Health, were merged to create the Inspectional Services Department. It is important to note, however, that the authority for the actions of these code and sanitary inspectors flows from the Commissioner of Public Health and, for that reason, the Commissioner of Inspectional Services coordinates closely with him as well as the Health Policy Board.

The Department is responsible for all laws and related City Ordinances which pertain to the Massachusetts State Building Code and certain articles of the State Sanitary Code. More specifically, these responsibilities encompass the administration of the building, electrical, plumbing/gas, and mechanical codes together with articles of the State Sanitary Code covering housing and food establishment inspections and lead paint and asbestos testing and removal. In addition, a major and highly visible function of the Department is the enforcement of the City Zoning Ordinance and the provision of staff support to the Board of Zoning Appeals.

For FY94, the Department was responsible for revenues and fees collected from building permits to milk licenses totaling \$2.08 million with building permits accounting for \$1.53 million of that total. This contrasts to an operating budget of \$1.43 million or an income exceeding expenses by 45%. The workload in FY94 continued to increase over past years. Fees collected as compared to the FY93 annual report were up by 20% and the Department issued 1,574 building permits, an 8% increase over FY93 and the highest number in the past five years. Another indicator is the large number of complaints received by the Department. In FY94, over 2700 complaints, 225 per month on average, in 28 different categories ranging from "general inspections" in housing (most numerous) to noise were reported. The Department takes satisfaction in the fact that the vast majority of these complaints were resolved without resorting to legal action largely through the efforts of the assigned inspectors. Even so, it was necessary to refer approximately 250 new cases to criminal court for resolution. In this regard, it is significant to note that a total of 727 hearings were conducted in Criminal Court on complaints issued by the Inspectional Services Department. The management of this caseload through the various levels of the judicial process represents a significant workload within the Department. Considering that the staffing level in the Inspectional Services Department was below that authorized for the year (25 vs. 27), the performance of the Inspectional Services Department employees from inspectors to clerical staff continues to be outstanding.

During FY94, the Department completed a full year under the new Commissioner with the new leadership continuing to focus on employee morale, customer service, and efficiency improvements. Additionally, aggressive employee development and training programs were emphasized in all areas. For FY94, 4% of available staff time was devoted to training.

The functions of the Inspectional Services Department are under continuous review to ensure that services are delivered in the most efficient manner possible and that the citizens of Cambridge are consistently treated as valued customers. The issuance of Building Permits has been further streamlined by expanding the number of permits that are issued at the time of application and by requiring approvals from other agencies (Historical and Rent Control), only in essential cases. Because of positive comments from the public, the voice mail system which was begun in 1993, was expanded during 1994 to include all Inspectors. This has had a marked improvement on Inspector and clerical efficiency and has also helped to minimize communication problems. Another significant improvement has been the extension of hours of operation of the Department to better serve the Public. Inspectional Services is now open from 8:00 to 5:00, 30 minutes earlier than previously. This has enabled contractors and others to get services prior to or at the start of the work day thereby minimizing lost productive time.

During 1994, a new organization and staffing realignment plan was developed and approved for the Department. Among other improvements, this plan is expected to strengthen and better coordinate the Sanitary and Code Enforcement Inspection functions by placing them under the management of an Assistant Commissioner for Sanitary

and Housing matters.

In 1994, the Department, following Council approval, implemented a new fee structure for building permits. This was the first time since 1984 that the building permit fees were reviewed with the result that they are now more in line with the average of other cities of similar size. Also, the new fees will result in a significant increase in revenue for the City.

In the area of zoning, the Department has continued to be active in providing staff support to the Board of Zoning Appeal. The case load continues to be high with 210 new and continued cases heard by the Board during the year. The increased staffing provided to this area in 1993 has proven to be extremely beneficial resulting in increased service and response to the public together with the handling of the caseload in a more professional manner.

The Environmental Health Division of the Inspectional Services Department conducted over 2,850 inspections/reinspections of the 955 food related establishment in the City. There were no major complaints or any serious outbreak of illness related to food born diseases during this period. The new Inspector hired at the end of fiscal year 93 has significantly improved the ability of the Division to meet inspection targets and handle surges in workload. We are proud to report that one of our Sanitary Inspectors, after passing a comprehensive examination, was designated a Registered Sanitarian by the Department of Public Health.

As the Department moves into FY95, the concentration will be on continuous improvement in the areas of customer service, employee development, and efficiency improvements. Some specific challenges will include: review and possible revision to permit fees (excepting building permits), improvements in record management, and implementation of organizational improvements.

License Commission

The License Commission of the City of Cambridge was established under Chapter 95 of the Acts of 1922 and its amendments. Comprised of a civilian chairperson, the Fire Chief and a Police Department representative, the Board is charged with the responsibility of issuing licenses and enforcing rules, regulations, local ordinances and state laws pertaining to the sale of alcoholic beverages, common victualers, innholders, lodging houses and dormitories, garage and gasoline storage permits, shops and sales, hackney carriages and drivers, open air parking lots, entertainment, fortune tellers, raffles and bazaars, festivals and carnivals, used car dealers, peddlers and vendors, jitneys and livery/limousine licenses in the City of Cambridge.

During (FY94), the Commission's front office issuance staff billed and renewed 260 annual alcoholic beverage licensees as well as approximately 2,000 other annual licensees in the aforementioned categories. In cooperation with the Cambridge Police Department, the local colleges and universities, churches, charitable organizations and local businesses, this staff also issued 784 one-day, alcohol, entertainment, peddlers and raffle/bazaar

licenses--an increase of almost 50% over the previous fiscal year while maintaining the same level of staffing.

The Licensing Division continued as a major revenue producer during FY94 with total licensing revenues of \$1,469,995. These fees exceeded the projected revenue of \$1,395,070 by almost \$75,000. In compliance with state law, these fees supported the direct cost associated with license regulation in Cambridge. Approximately 95% the department's funding was directed to staff positions and their related costs. These fees also helped to fund the enormous indirect costs associated with license regulation including, but not limited to, emergency public safety response to licensing establishments.

During April 1994, the Hackney Police Officer and the civilian Hackney Inspector, with the assistance of the Public Works Department mechanics and usage of Public Works facilities, thoroughly inspected each of the 248 licensed medallion vehicles to ascertain their safety. Each of these vehicles had an additional Fall inspection to confirm that they were prepared to operate during the harsh winter months. Every vehicle sold during FY94 was required to pass an additional inspection prior to the transfer of the medallion.

In March of 1994, after years of planning and assistance from the Commission's Executive Officer, the much heralded Cambridge Taxicab School began operations. Prior to its inception, an applicant for a Cambridge Hackney Driver's license was allowed to take the hackney test without prior training. If said person passed the test, as well as driving and background record checks, that person would be issued a hackney license. Now, however, an applicant must first attend and successfully complete a 16-hour Hackney education program whose curriculum includes: Hackney Rules and Regulations; geography (including a van tour); history of Cambridge; a review of mathematics and explanation of fare rates; information on personal grooming as it relates to the Rules and Regulations; a review of the Americans with Disabilities Act as it relates to the Hackney industry; and suggestions on remaining safe while working as a hackney driver. Successful Taxicab School students must then pass a city-administered examination as well as driving and background record checks. Supported by the local hotels and, in part by a grant from the City as well as tuition from the students, this school is one of just a few operating in the state of Massachusetts. Since it has been in operation for such a short period, it will be at least a year before an analysis on its effectiveness is completed. However, new drivers are far better prepared for work in the Cambridge Hackney industry.

The Hackney Unit also investigated approximately 80 formal complaints which were initiated by police officers, other city agencies, citizens, and License Commission investigators. Many of these were for rudeness, reckless driving, fare refusal, expired licenses, etc. In most cases where these violations were confirmed, warnings and, when appropriate, refunds to the customer were suitable dispositions. However, in extreme cases, the Hackney Office chose to refer the matter to the full License Commission for action.

The License Commission convened for 36 public hearings, during which they considered 199 applications for new licenses and transfers; 10 requests, i.e., appeal of

Hackney Officer's license denial; 45 disciplinary matters; reconsidered 7 previous decisions; ratified 93 medallion sales, loans, lease agreements and business name changes; made six policy decisions; and considered 12 other license-related matters. During each of these advertised hearings, the Commission heard testimony from all interested parties prior to either rendering a decision or taking the matter under advisement for a later decision-making hearing.

The Commission staff continued to work closely with other city agencies including: the Fire Department, Police Department, Inspectional Services, Arts Council, Public Works, Traffic and Parking, Rent Control, Community Development, Weights and Measures, Finance, Health and Hospitals, Human Services and M.I.S., to better serve the citizenry and business owners of Cambridge.

In an effort to assist the City in collecting outstanding personal property taxes, the Department's Information Systems Specialist worked with the Finance Department to target licensees who were in arrears to the City. After the initial review, a system was set up whereby the Finance Department began receiving notice of all upcoming applications. Immediately thereafter, the Finance Department began notifying the License Commission of applicants in arrears and the Commission, when voting to approve these applications, did so with the condition that the license could be granted only after proof was presented to the License Commission that these personal taxes were paid.

Because the Commission maintains one of the most complete lists of certain businesses in the City, the Commission's Information Systems Specialist also began working closely with Commercial Recycling to ascertain licensees compliance with the City's mandatory Recycling Ordinance. Applicants must now present proof that they've filed mandatory recycling plans before licenses will be granted. Additionally, mailings to licensees within certain licensing categories have gone out with instructions on filing the recycling plan. Licensees have also been advised that failure to file these plans will result in the denial of license renewal during December's annual renewal period until the plan is then filed. Each licensing category will be targeted within the next 16 months with the intent to attain absolute compliance by licensees by January 1, 1996.

The Commission feels strongly that each of the two above collaborations will result in the improvement of the quality of life in Cambridge, both fiscally and environmentally.

Under the direction of the Executive Officer and coordination of the Information Systems Specialist, the Commission continued its work in organizing the Alcohol Task Force Inspections; the Commission embarked on Phase 4 of this Task Force. During this phase, non-alcoholic common victualer licensees were also added to the weekly inspections as Fire Department, Police Department, License Commission and Inspectional Services Investigators continued their unannounced evening inspection of the licensees premises. These inspections continue to ascertain compliance with Public Safety laws, rules and regulations in order to protect the citizenry and visitors to as well as the employees of Cambridge licensed establishments.

In response to complaints filed with the City and on its own initiative, the License Commission's non-hackney investigative team conducted over 330 investigations of

both license premises and cases of reported violations of the City's Amended Noise Ordinance. Of these, 85% were closed out by the end of the fiscal year. In keeping with the Commission's belief in educating before acting punitively, the department's investigators worked diligently to mediate issues before referring them to the full Commission for disciplinary action.

Last year the Board completed its disciplinary hearings for licensees caught in the FY93 underage drinking field test. After public hearings, decisions in these matters were rendered. Many of the offending licensees were given license suspensions and a large group of those found guilty were ordered to work with the City's Substance Abuse Task Force. Under the direction of the Commission's Executive Officer, a very active group of licensees formed the Cambridge Licensee Advisory Board, Inc., and worked diligently during FY93 to attack the problem of underage drinking in the City. This advisory group will continue to work with the Commission on all alcohol-related problems that licensees may potentially encounter as well as to advise the Commission when policy changes are under consideration.

As the Commission enters FY95, it continues to strive to balance the needs of both the citizens as well as the business community by working closely with all concerns and, when appropriate, attaching conditions to new licenses.

CONSUMER COMMISSION

The Commission works in cooperation with the Attorney General's Office of the Commonwealth to mediate individual consumer/business disputes and to eliminate the need for either party to go to court to resolve the conflict. The staff also is watchful of any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the experience and information gained from the hundreds of individual complaints filed each year by area residents, the Commission (also known as the Consumers' Council) can be an informed voice offering suggestions for new or amended legislation that would provide better consumer protection for the citizenry.

In FY94 the Council benefitted from the volunteer efforts of student interns from Brandeis, Boston College, Tufts, Harvard, Suffolk Law School, Boston University Law School and University of Massachusetts, Boston. Over 4,000 hours were served by over twenty-five individuals. A special ceremony was held in City Hall in May to honor their efforts.

The Consumers' Council was able to actively assist in the mediation of 1,680 written consumer complaints and to offer telephone advice to over 8,000 individual callers. Over \$120,000 in refunds or savings to consumers resulted in the disputes that were successfully resolved with the Council's intervention.

Consumer Rights information has been broadcast over Cambridge Community Television (CCTV) as a result of the video taping of panel discussions including the Consumers' Council's Executive Director. He has also testified at the State House before sub-committees hearing on proposed consumer legislation. Workshop presentations

before local groups are also regular activities for the consumer staff.

Consumer rights information from the Council and a "Quiz" to test your knowledge is available over the computer on-line services available at the Cambridge Public Library. Written materials are available at the Consumers' Council Office at 831 Massachusetts Ave.

The Consumer Office received, in addition to City funding, a grant of \$4,000 from the Somerville-Cambridge Elder Service Title IIIb grant program to serve the consumer protection needs of Cambridge senior citizens. A grant of \$65,000 was received from Attorney General Scott Harshbarger to serve the residents of Boston and Cambridge.

Weights & Measures

The Department of Weights and Measures consists of a one-person staff and is charged with the responsibility of ensuring that equity and fairness prevails in the market place between the buyer and seller. The Department enforces all laws, ordinances and regulations relating to the accuracy of weight and measuring devices used by local business establishments.

It is the function of the Weights and Measures Department to see that equity prevails between buyer and seller within the City of Cambridge, on determinations of quantity of all goods, wares and merchandise. It is the duty of the Department to enforce the General Laws of Massachusetts, local ordinances and regulations relating to the accuracy of weighing and measuring devices and the weight, measure, and count of commodities offered for public sale, and in sealing or condemning of devices tested; to perform such work in accordance with State laws and regulations or municipal ordinances, and subject to review through reports to, and periodic checks by representatives of the State Division of Standards; to seals all City of Cambridge scales - hospitals, health, clinics, and schools; to inspect prepackaged food and merchandise for compliance with weight, measures and count requirements and for proper labelling as to weight, measures and extended price; to investigate complaints of short weight, measure and count; to seize unsealed weighing or measuring devices or those not conforming to legal standards; to testify in court; to check transient vendors for possession of license and to inspect weighing and measuring devices used by such vendors for evidence for prior testing and approval; to give advice to merchants relative to packaging and labelling goods; and to solicit and maintain the understanding and cooperation of merchants and the general public. This Department uses Handbook 44 promulgated by the National Institute of Standards and Technology on specifications, tolerances and other technical requirements in its testing procedure on weighing and measuring devices.

The following devices were tested and sealed during FY94:

Scales	over 10,000 lbs	11
Scales	5 000 to 10,000	10
Scales	1 000 to 5,000	30

Scales	100 to 1,000	67
more than	10 less than 100	700
	less than 100	30
Weights	Avoirdupois	298
	Metric	220
	Apothecary & Troy	192
Liquid Measuring Devices		
	Gasoline pumps	400
	Vehicle tanks	25
Taxi meters		360
Inspection of pre-packaged food items		6,000
Sealing fees		\$18,788

Electrical

Administration

Consisting of the City Electrician and the Administrative Secretary, the City Electrician is responsible for management of the department, and the Administrative Secretary is responsible for receiving telephone calls, personnel and department records, clerical functions, accounts collected and receivable, and payroll.

The department is responsible for electrical construction and maintenance, the municipal fire alarm system, police call boxes, public emergency alarms, municipal building fire and security systems, radio and tel-communications.

Activities in FY94 included the following: provided training for employees for wiring of local area networks using fiber optic cable systems and other methods; worked with MIT to redesign lighting on Ames and Amherst Streets; coordinated with Community Development to redesign lighting for the Central Square area; continues working with Police, Fire and Emergency Communications Departments to update the City Wide Radio System for expansion, and to allow full functional use to the Police Department and the Combined Fire and Police Dispatch Center; and also coordinated with the MBTA for an MBTA owned radio system in the subways, for use of Cambridge and other Police Departments that respond to emergencies at these locations.

Electrical

Consists of six electricians that are responsible for electrical construction and maintenance of municipal buildings, street lighting and lighting in parks.

During FY94 this division installed a local area network (LAN), including fiber optic cable, in Neville Manor Nursing Home, and is the Main Library, enabling the use of Ethernet or Internet for public use; expanded an existing LAN for the Police Department, City Hall Annex

and other departments; made electrical improvements at Gately Shelter and the Water Department; and installed wiring and lighting for the renovation at the Public Works Administration Offices.

Signal Maintenance

The three Signal Maintainers and the Signal Maintenance Foreman that are responsible for installing and maintaining the City's Municipal Fire Alarm System, Public Emergency Alarms, and Emergency Notification Systems to all fire houses.

During FY94 this division: responded to more than 3,000 calls for a disconnect and reconnect of fire alarm systems of private buildings and for maintenance of their systems; tests all equipment associated with the Municipal Fire Alarm system and Public Emergency Alarms; replaced cables that have malfunctioned; and connected additional private and public buildings to the system.

Radio

Accomplishments include: added 60 radios to the City Wide Radio System; maintained all radio systems at an average of five portable and mobile radio repairs per week.

Street Lighting

The conversion of street lighting from mercury vapor to sodium lighting has been completed throughout the city.

Additional improvements have been made in other areas of the city in response to concerned citizens, Crime Watch Groups and areas where pedestrian safety were concerned.

Emergency Management

The Cambridge Emergency Management Department is the primary agency in Cambridge to plan for natural and unnatural disasters and coordinate the response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency (MEMA) and the Federal Emergency Management Agency (FEMA). These agencies work closely with the Cambridge Emergency Management Department in preparing governmental responses to natural and unnatural disasters.

Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 53 entities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 29 laboratories licensed to perform biogenetic work using Recombinant DNA. It is not certain how many companies and institutions maintain stocks of hazardous chemicals but, based on data from the US Environmental Protection Agency and the Massachusetts Department of Environmental Quality Engineering it appears that about two to three hundred locations in Cambridge could present such risks.

These hazards, although relatively small in scale, are

remarkably diverse and present a real challenge for public managers involved with public safety planning. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. In November 1986, the federal government enacted the Superfund Amendment and Reauthorization Act (SARA). Title III of SARA requires that state and local governments establish Emergency Planning Committees to draft contingency plans for hazardous material incidents. SARA also requires that firms using hazardous chemicals file inventories of such materials with the City and file material safety data sheets of all materials contained in the inventory.

The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking the Emergency Management Department, Fire Department, and Health Department. This computer system was financed in part, with Federal Emergency Management Agency funds, and contains a database of the SARA inventories and material safety data sheets. This software is a geographic database which locates hazards and resources on a computer map.

During FY94, the department acquired several databases which will provide additional information to assist with planning and emergency response. These include: Bretherick's Reactive Chemical Hazards Database; CCINFO which is produced by the Canadian Centre for Occupational Safety and Health and includes Material Safety Data Sheets (MSDS's) on over 140,000 chemicals; and the HMIS database which is produced by the United States Navy and includes MSDS's on over 120,000 products used by the United States Department of Defense. The data included in these programs has been used by the Fire Department, the Health Department and the director of the Cambridge Environmental Program.

Plume trajectory modeling is also performed using the ALOHA algorithm contained within the CAMEO hazardous material database program. Consequence modeling is also performed using ARCHIE, a software package provided by FEMA.

The Emergency Management Department prepares contingency plans for natural disasters such as hurricanes, tornadoes and blizzards and their consequences such as power failures or other utility failures. The Department works closely with voluntary agencies such as the American Red Cross to ensure that residents affected by fires, urban flooding or other localized disasters receive the assistance they need.

During FY94, the Cambridge Auxiliary Fire Department maintained its membership. During FY93, the old CAFD Lighting Plant truck suffered engine failure that could not be repaired. A used American-LaFrance pumper was purchased from the Town of Stoneham early in FY93. The vehicle was converted for use as a lighting plant and equipped with a new 15,000 Watt electrical generator and entered full service in the Fall of 1993. It has responded to a number of multiple alarm fires in Cambridge and nearby cities and towns. It also has provided lighting for the Cambridge Police Department at the scene of major crimes and provided lighting in stairwells at 362-364 Rindge Avenue during a localized power outage.

During FY94, the Director and Deputy Director of the Cambridge Emergency Management Department

continued assisting the MEMA Region I staff in training exercises for the hazards presented by Seabrook Station, by serving as Administrative Officer and resource staff at the MEMA Region I Operations Center. This assists the MEMA staff, provides extensive training for the Cambridge Emergency Management Department participants in the functioning of MEMA during a major emergency and facilitates cooperation with MEMA. It is anticipated that the Cambridge Emergency Management Department will also participate in MEMA operations that are not Seabrook related and do not affect Cambridge. During FY94, the Director served on the statewide Emergency Management 2000 Task Force and was a founder of the Massachusetts Emergency Management Association.

The Radio Amateur Civil Emergency Service (RACES) volunteer radio operators have continued to train and participate in regional and statewide drills. The radio amateur volunteers utilize "packet radio" which enables the linking of the computer to the radios to transmit text in rapid bursts. They also are using HF and 6m. amateur radio to provide an emergency link to state agencies which would be available in the event of a telecommunications failure.

Public Works

Administration Division

The Administration Division is responsible for insuring that the Public Works Department functions as a cohesive unit. Major responsibilities of the Division include policy development, fiscal administration, purchasing, vendor payments and contract management, budgeting, human resource management, responding to the needs of the residents of Cambridge, public relations and information systems management.

The City Manager appointed both a new Commissioner and Deputy Commissioner during FY94. Appointed as Commissioner of Public Works was Ralph E. Dunphy, a lifelong resident of Cambridge and DPW career employee who has held numerous managerial positions of increasing responsibility within the DPW. Appointed to the position of Deputy Commissioner was Steven L. White, who has had vast experience in public works management throughout his career.

During FY94, the Administration Division once again concentrated its efforts on achieving a number of prioritized goals and objectives. Some of the major goals are given below:

During FY94 the Administration continued to set prioritized goals and objectives related to attendance and overtime usage. In FY91 sick leave was averaging 14.89 sick days per employee. This includes all time taken due to illness with the exception of those employees on workers' compensation. For FY92 this average went down to 9.74 sick days per employee. In FY93 the average went up slightly to 9.76 sick days per employee. And for FY94 the average nudged up a bit to 9.97 sick days per employee. When taking into consideration the extremely harsh winter seasons during the previous two fiscal years, and the

amount of hours that many of the DPW employees worked trying to keep the streets of Cambridge clear of snow and ice, it was a remarkable achievement that the annual sick day per employee ratio remained relatively stable.

Another goal in FY94 for the DPW Administration was to reduce overtime expenditures from \$403,342 in FY93. The overtime expenditure for FY94 came in at \$487,336. While this amounted to a 20.8% increase in overtime monies, when factoring out snow dollars the overtime dollars increase by a more modest 5.1%, from \$277,219 in FY93 to \$291,241 in FY94. The DPW and the City of Cambridge will always be responsive to the residents of Cambridge when it come to inclement weather operations.

Some of the Administration's goals which were achieved included a 7.35% increase in curbside recyclables collected; development of a computer-automated human resource management and attendance program; a complete inventory and survey of all streets, sidewalks, bus stops and pedestrian ramps; and new irrigation systems and grass infields installed at the Tobin, Glacken and Donnelly Fields.

The Business Services Division, which works closely with the Administration, continued to provide Public Works with essential services, such as purchasing of all goods and services, bill payment, contract administration, operating and capital budgeting, and preparing monthly computerized reports by the Division for budgetary tracking. During FY94 this Division wrote all purchase orders, tracked all purchases and payments, and provided numerous management reports to DPW supervisory personnel.

The Human Resources Management component of the DPW focused on a variety of staff development and training programs in an effort to improve the quality of the workforce of the DPW. A Training Opportunities Catalog was developed to include various mandatory management and staff development programs.

In addition to the two employee performance recognition programs, namely the quarterly Carl Barron Family Achievement Award, and the annual Commissioner's Award For Outstanding Performance, this unit embarked on additional employee enrichment programs. A mentoring program was introduced. The primary objective of the mentoring program is to assist new employees with the DPW work environment. A new Employee Orientation Program was established and a DPW Employee Handbook was developed. The informal Bring-Your-Own-Lunch forums provided many informal and educational topics for the DPW. Guest speakers for these forums were invited from other City Departments.

Finally, a newsletter entitled "In the Works" was established to capture events around activities within the DPW, such as individual Division updates, celebrating Public Works Week, annual exhibition contests, diversity issues, etc.

During FY94 the enforcement unit of the DPW Administration was once again patrolling the streets of Cambridge. The objective was to enforce the City of Cambridge Ordinances on rubbish, snow, appliances and obstruction barriers. In conjunction with these ordinances, the waste management inspectors, who are the Public Works enforcement officers, issued a total of 543 warning

citations and 123 actual fines with regard to rubbish being put out before 3:00 P.M. and testified in eight court hearings. Also issued were 368 warnings and 200 actual fines regarding snow violations of sidewalks not being shoveled and 35 court hearings. In addition, there were 200 parking violations issued for traffic on sidewalk. The enforcement program will continue in an effort to keep the City of Cambridge safe and clean.

The Information Systems Management division was busy during FY94. Some of the major accomplishments included the revision of the computerized complaint work request system, which allows for rapid DPW response to requests from the residents; the development and implementation of a microcomputer personnel management and attendance tracking system; installation of several new microcomputers; and the training of DPW personnel on both hardware and software.

Engineering Division

During FY94, the Engineering Division continued to provide engineering support services for Public Works and other City Departments. Research assistance was provided for the public on street layouts, sewer lines and storm drains, field surveys, bench marks, street history, flood zones, and other infrastructure related questions.

A major focus of the Division is the planning, bidding and construction management of numerous street maintenance work contracts. Roadway and sidewalk construction entailing a variety of treatments and totalling upwards of \$1,000,000 took place on Agassiz, Arlington, Bent, Binney, Brattle Square, Broadway, Brookline, Callendar, Charles, Concord Avenue, Corporal Burns Road, Elmer, Fainwood Circle, Fayerweather, Field, First, Flagg, Garden, Hazel, Healy, Highland Ave., Humboldt, Huron Ave., Ivy, Linskey Way, Magee, Manassas Ave., Mason, Montague, Mt. Auburn, Pacific, Pemberton, Plympton, Putnam, River, Russell, Second, Shea Rd., Sidney, Spring and Windsor Streets.

The Engineering Division also assisted other Public Works Divisions with the bidding and contract management of their projects. Included were the annual tree planting contract, the roadway preservation contract funded by the Street Preservation Offset Fee (or SPOF), a surcharge on utility excavation, and project management on Phase VI of the City's sewer separation project.

During FY94, the Division continued to upgrade its microcomputer hardware and software in order to enhance the speed and accuracy of office functions and drafting capacity. In addition, implementation of the City's computerized Pavement Management System began. The Division continued to actively participate in the planning and development of a Geographic Information System (GIS) for the City and prepared for the hiring of an Autocad/GIS operator to assist in its implementation.

Construction Division

The Construction Division is a multi-faceted operation that provides a wide range of services to the citizens of Cambridge: sidewalk and street repairs, resetting of granite curbing, installation of new curb cuts, responding to pothole defects and constant servicing of support requests

that are generated from other City Departments.

The SPOF (Street Preservation Offset Fee) paid by utility companies for the sections of streets they work on during the year was put into full use in FY94. The monies collected from this program went to resurfacing the following streets: Albany Street - Mass. Ave. to Main Street; Broadway - Third Street to Mid-Connector; Mid-Connector - Broadway to Main Street; Allston Street - Putnam Avenue to Magazine Street; Cambridge Street - Leonard Avenue to Maple Avenue; Brattle Street - Parkway to Mt. Auburn Street.

In FY94, the construction Division also introduced a computerized permitting process whereby a printout can be made, on a weekly basis, indicating the locations of all work being done throughout the City for which permits had been issued previously.

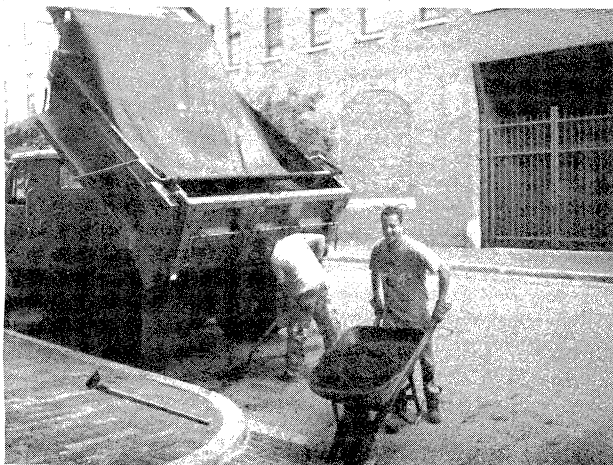
During FY94 the DPW INFRA-RED program continued to be an important component of the Construction Division. Portions of the roadway in need of repair were heated, loosened, and reconstructed. Over 60,000 square feet of road were restored in this manner during FY94.

During FY94 contracts amounting to over \$150,000 were issued for utility trench repair. There were 600 trenches permanently repaired throughout the City.

The Construction Division of the DPW issued 2,760 permits for FY94; 1,950 for street obstruction, 300 for excavation, 370 for the Gas Company, and 140 for other utility companies.

The Construction Division completed 40 curb cuts and driveways requested by City Council Orders, and used 1,300 tons of asphalt and 550 cubic yards of concrete for over 2,200 other requests related to repairs on streets, sidewalks, public parks, lots and recreation areas.

In FY94 the emphasis in the Construction Division was on brick and concrete to repair the City of Cambridge sidewalks. Over 100,000 bricks were placed throughout the City along with 550 cubic yards of concrete.



Hot-topping potholes in the Spring

In FY94 the Construction Division once again worked closely with the Cambridge Water Department in repairing over 200 street openings for water line repairs.

In FY94 the Construction Division excavated hun-

dreds of feet of trench and installed conduit, with the help of the City Electrical Department, for the power plant at the new Haggerty School.

Also in FY94, the Construction Division assisted with the demolition of the playgrounds located at Jefferson Street, Glacken Field and Pemberton St. Park.

Finally, the Construction Division made asphalt repairs on all newly constructed sidewalks throughout the City in FY94.

Street Cleaning Division

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through November. During FY94 two sweepers from a sweeping company were contracted to clean both residential streets and major City squares. Approximately 800 curb miles were cleaned per month while over 5,000 tons of refuse was picked up. The contract sweepers added another couple of miles per day of street cleaning for FY94. This street cleaning effort is augmented by the Division's own workforce which consists of eighteen full time employees. There are three street-cleaning crews which are fully equipped with several pieces of equipment, including several hand-held vacuum cleaners.

During FY94 the Street Cleaning Division continued to replace and add litter baskets along Cambridge Street and Massachusetts Avenue. Also, the DPW street-cleaning crews expanded their operations by cleaning at different locations throughout the City, in addition to their normal routine of cleaning the main streets.

Sanitation Division

The Sanitation Division has the responsibility of collecting and disposing of solid waste from dwelling units, commercial establishments and municipal buildings within the City. The DPW Sanitation Division consists of twenty-nine full-time employees with additional employees being pressed into service as needed. It is important to collect the rubbish promptly each day in order to maintain the cleanliness of Cambridge.

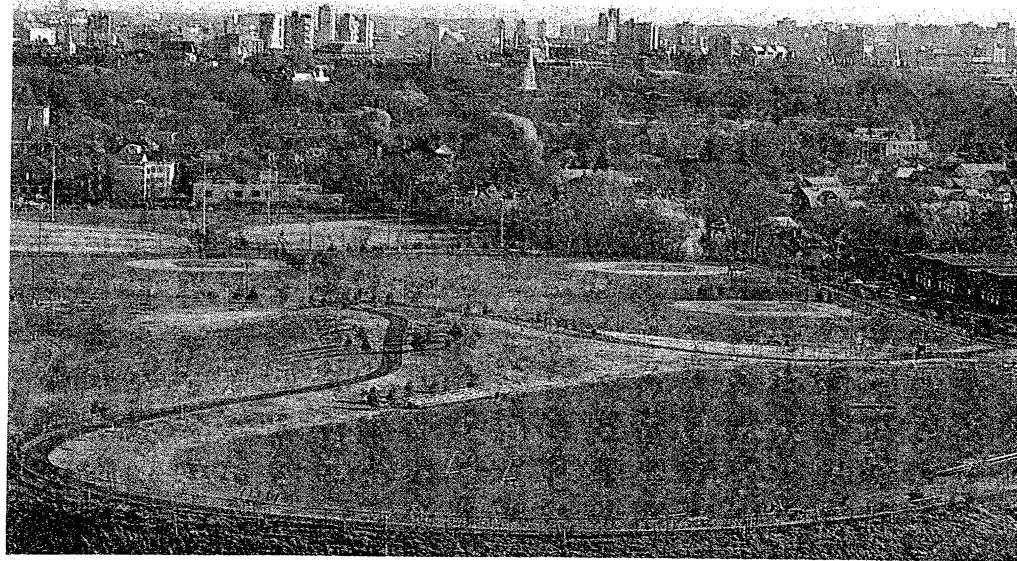
During FY94 the City collected and disposed of 26,430 tons of rubbish. This was 205 tons, or 0.77% less rubbish than was collected during FY93. Since FY90 when 40,424 tons of rubbish was collected by City forces, the City has seen a reduction of 34.62 percent in rubbish tonnage collected. The continuing success of the Cambridge Recycling Program and the prolonged weak economy has had a dramatic effect the past four years with regard to the reduction of refuse collected.

During FY94 the Sanitation Division sent out an average of 9 rubbish packers daily, down from the previous standard over the year of 10-12 trucks daily. In addition, the rubbish routes were restructured to make for a more efficient operation.

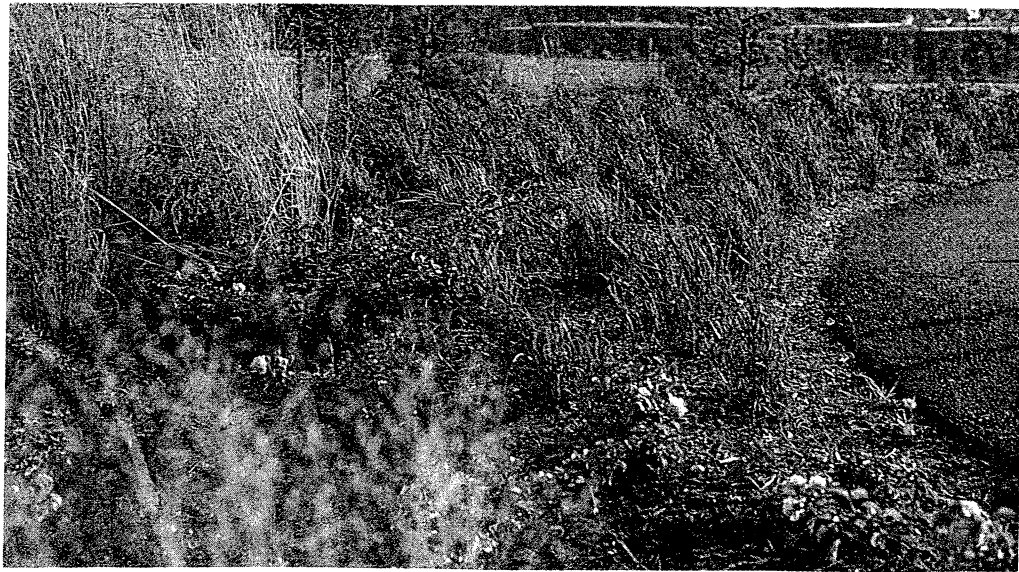
The Sanitation Division also continued to improve procedures for the pickup of all white-good appliances (i.e., refrigerators, dishwashers, dryers, and hot water heaters.) On the average, the Department picked up 14.5 tons of white goods per week. This translates into approximately 60 appliances per week. For each appliance picked

Turnaround/Surround

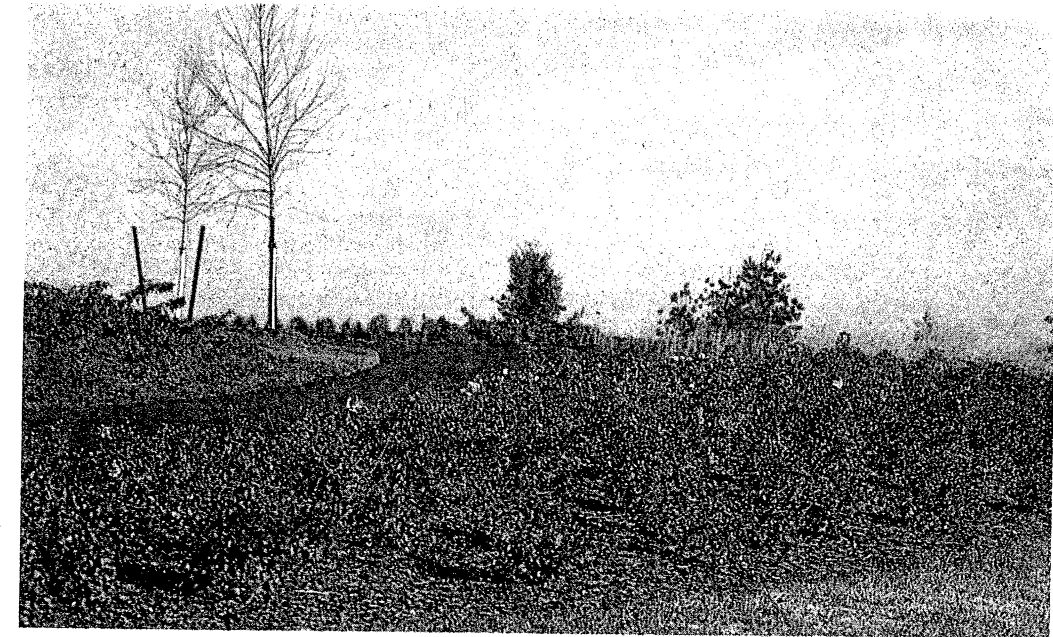
"Turnaround/Surround," a public artwork for Thomas W. Danehy Park, was created by artist, Mierle Laderman Ukeles in collaboration with landscape architect John Kissida of Camp, Dress & McKee.



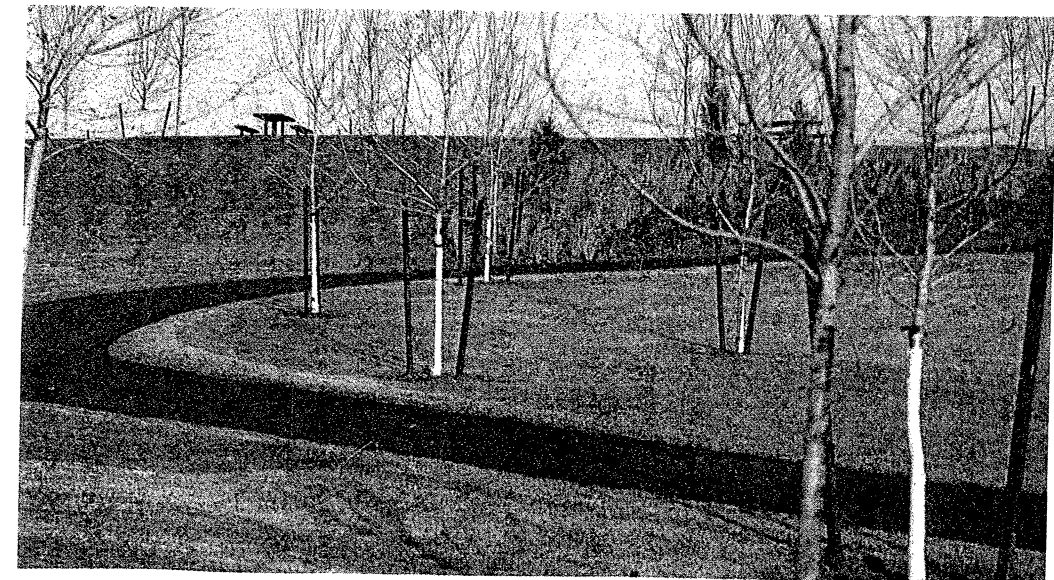
The pathway, as depicted in this aerial photo, is made of 22 tons of recyclable glass collected from Cambridge residents and stained glass donated to the artist, combined with asphalt to make "glassphalt."



The plantings called "smellers and wavers" by the artist enhance the journey along the pathway.



The half-mile pathway affords everyone access to the top of the hill.



A variety of trees are planted along the pathway to create shade and seclusion.

Cambridge
Massachusetts

up the resident is charged \$15.00. This fee helps offset the cost of disposal of the appliances.

During FY94 the Sanitation Division continued to collect solid waste from 144 commercial account establishments. The fee for each account is based on the actual amount of trash collected from the premises of the account.

During FY94 the City of Cambridge Litter Ordinances continued to be enforced by the DPW's enforcement unit. This ordinance mandates that rubbish should be placed out for collection no earlier than 3:00 p.m. on the day prior to the regular scheduled pickup day. There were 531 rubbish warnings and 123 actual rubbish fines issued in FY94.

Recycling Division

The Cambridge Recycling Program continued to expand in FY94.

In FY94, the Recycling Division completed a three year process of providing in-house recycling service to all buildings with 13 or more units that receive City trash collection. By January, 1994, 7,975 housing units in 222 buildings with 13 or more units that receive City trash collection had been provided with recycling services. Furthermore, 4,469 housing units in 51 buildings with 13 or more units that do not receive City trash collection were provided with in-house recycling service, based on an agreement negotiated with the City's recyclables hauler last year.

During FY94, Cambridge residents participating in the curbside and multi-family dwelling recycling program recycled 7,984 tons of news, magazines, paper bags, metals, glass and plastic containers and leaves and yard waste. This tonnage is 7.35% more than was collected in FY93 and represents 22.83% of the trash stream. Recycling staff also prepared and issued a comprehensive bid for recycling services in March, 1994, in anticipation of the July 15, 1994 end of the recyclable collection contract begun in 1991.

Commercial recycling staff worked with business owners to increase the number of Cambridge businesses in compliance with the mandatory recycling ordinance from 2,500 to over 3,000. Complete, up-to-date data from all 3,000 recycling plans submitted to the Department of Public Works has been entered into a computer database. Furthermore, identifying information on the remaining businesses not in compliance has also been checked for accuracy and updated in the database. In addition, the recycling plan form that must be filled out by businesses has been simplified and improved, in anticipation of a mailing to all businesses that are not in compliance. Finally, the commercial recycling staff planned and partially implemented an enforcement program that uses the denial of business permits as a penalty for noncompliance. As a result, several City agencies are now requiring proof of a completed recycling plan before granting a permit or license.

Recycling staff also planned and carried out an award ceremony for the Cambridge Advisory Committee on Environmentally Desirable Practices that recognized 12 Cambridge businesses for excellence in recycling and waste reduction.

In FY94, twenty three tons of white office paper were

recovered from City buildings. In addition, 13 tons of cardboard were collected in FY94.

Volunteers and recycling staff produced two recycling newsletters in FY94 that were mailed to all Cambridge households and owners of Cambridge residential buildings who live outside the City. Each newsletter went to approximately 50,000 households.

The Cambridge Recycling Drop-off Center located in the Public Works Yard maintained a four-day per-week operation to serve residents living in buildings with 13 or more units that do not yet have in-house programs. In addition, the Drop-off Center was opened to businesses with fewer than 50 employees.

The items accepted for recycling at the Drop-off Center expanded to include mixed paper, fax paper, NCR paper, manilla envelopes and folders, tab cards, junk mail, phone books, and cereal and shoe boxes.

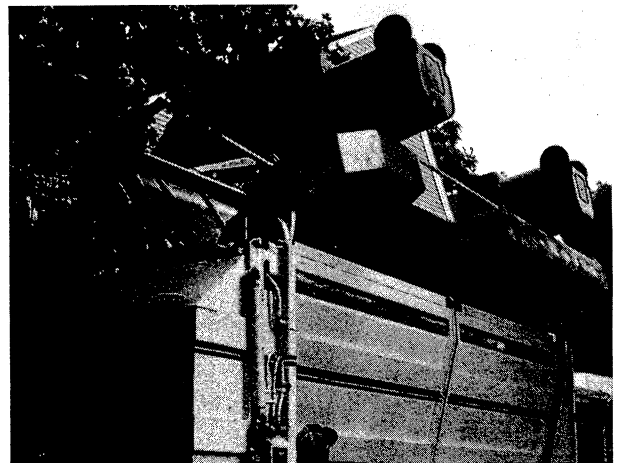
The Drop-off Center accepted 59.3 tons of newspaper, magazines, and paper bags; 13.3 tons of metal, glass and plastic containers; 20.4 tons of cardboard; and 46.7 tons of mixed paper in FY94. Five hundred twenty one pounds of household batteries and 2.7 tons of clothing were also recycled at the Drop-off Center. The total tonnage of material collected at the drop-off center in FY94 was 142.7 tons.

During winter 1994, old phone books were accepted at the Drop-off Center in the mixed paper stream and at five satellite locations around the City. Approximately 13 tons of phone books were collected from the satellite locations, in addition to what was collected at the Drop-off Center.

The total combined tonnage collected in FY94 from the curbside, drop-off and satellite phone book program was 8,140.

In FY94, recycling staff applied for and received a grant of 150 backyard composters from the State Department of Environmental Protection. The composters were sold to Cambridge residents and the proceeds used to purchase another 150 composters. These were also sold, for a total of 300 composters.

Finally, the waste oil collection tank in the Public Works Yard continued to be utilized by Cambridge residents, with 2,350 gallons of oil collected in FY94.



Apartment building recycling barrels being emptied during curbside recycling.

Cemetery Division

During the FY94, revenue received in this division amounted to \$303,885. This amount does not include interest earned from the perpetual care fund. The perpetual care fund amounts to \$1,341,200. The Cemetery sold 125 lots and graves and had 427 interments. The total number of interments throughout the Cemetery is now 87,922.

During FY94 the following purchases were made:

- 530 Yard of Loam
- 1,400 Lbs. of Grass Seeds
- 1 Ton Fertilizer
- 3,100 Assorted Plants
- 25 Yards of Hemlock Mulch
- 2 Shindaiwa Weed Wackers
- 1 Friedrich 10,000 BTU Air Conditioner
- 1 Jabsco Self-Priming Utility Pump
- 1 Mikita Hedge Trimmer
- 2 Bunton 28' Walk Behind Mowers
- 2 Bunton 21' Walk Behind Mowers
- 1 1994 Chevrolet S-10 Pick-up Truck
- 1 1995 Ford Pick-up Truck

Also purchased were various lawnmower parts and other supplies related to the operation of the cemetery.

The sale of graves in the newly developed area (ranges 264-279) began in FY94. This area has room for approximately 1,500 burials. This area was completely hydro-seeded which has greatly improved the landscape.

The individual monument repair contract was awarded again in FY94. In addition, the Cemetery received a grant from the state for a contract to raise 600 veterans markers. These two contracts helped tremendously with the overall appearance of the cemetery. Trees and bushes were planted and extensive pruning was done which helped to improve the overall appearance of the Cemetery.

The daily work of the Cemetery was carried out. This entails grass cutting and trimming, weeding of all bankings, removal of unsightly shrubs, and general clean-up of the grounds.

During FY94 a cemetery map and directory was installed on the outside of the main office. This provided added assistance to the public during off-hours.

Approximately 3,200 feet of roadway was resurfaced throughout the Cemetery. Twelve new wrought iron litter baskets were installed at the Cemetery. These two projects vastly improved the beautification of the Cemetery grounds.

During FY94 the Cemetery installed a new 1,000 gallon in-ground fuel tank, which can store 700 gallons of unleaded fuel and 300 gallons of diesel fuel.

The computerization of all Cemetery records continued during FY94. The cataloguing of all Cemetery lots, monuments, and artifacts onto video tape was also continued during FY94.

Parks and Building Operations Division

The Parks Division maintains 111 parks, tot lots, playgrounds, and islands throughout the City of Cambridge. Major responsibilities of this Division include litter pick-up within open spaces, grass cutting, irrigation

maintenance, marking of fields, and the renovation of ball-fields and playgrounds throughout the City.

During the winter months, personnel from this Division are involved in snow removal from sidewalks at all parks, school intersections, parking lots and crosswalks. This Division is also responsible for helping to oversee 22 of the largest and most heavily used parks. The City parks are contracted out for major landscaping and maintenance from April to November each year.

For FY94, the Parks Division installed grass infields and irrigation systems at Tobin, Donnelly and Glacken Fields. A four-part fertilization program was put into effect to upgrade turf areas in all parks and open space areas throughout the City.

The Parks Division was also able to purchase some new equipment such as blowers, lawnmowers, weed-wackers, generators, aerators, along with power rakes and portable air compressors. These new purchases enabled the Parks Division to install 7,000 feet of landscape fabric and 300 cubic yards of hemlock mulch at City planting beds and tree wells throughout the City in order to prevent weeds.

The Building Operations Division is responsible for supplying custodial services to 11 City-owned buildings (including the Public Works Complex, Cambridge City Hall and City Hall Annex) under supervision of a highway foreperson and two working forepersons. The Building Operations Division has a vast array of equipment, including vacuum cleaners, bagging machines, shampoo extractor and cleaning supplies. This unit also operates a 3:00 PM - 11:00 PM shift at several City-owned buildings.

Urban Forestry Division

During FY94, the Urban Forestry Division once again remained very busy. The Division, with the creation of an additional forestry work crew, was responsible for the completion of street tree pruning. The objective will continue to keep all our City trees on a 5-7 year pruning cycle.

FY94 proved to be a very challenging year for the Urban Forestry Division. The weather was the dominating force. Between the heavy snowfall and the summer storms the crews reacted to all emergency calls and kept up with the damaging winds which caused many trees to fail.

The crew completed the pruning of six city parks and playgrounds. The goal was to prune 12 parks; unfortunately, the snow prevented the achievement of this goal.

The spring came with the planting of 200 new public shade trees. The majority of the trees were planted on newly constructed sidewalks completed during the summer and fall of 1993. All the new trees were cared for using the newly acquired 1,000 gallon water tank donated by the Cambridge Plant and Garden Club. The total gift amounted to \$23,000. The tank is used also in the watering of existing trees throughout the City. The Department of Public Works is very appreciative of this donation.

During the summer months of FY94 the Forestry crews were kept quite busy on a demanding list of hazardous trees that were in need of immediate removal. The crews removed over 125 trees throughout the City. All trees removed posed a threat to the public and were carefully analyzed by the City Arborist. The City still

maintains a 2.1 ratio of tree planting versus removal. Pruning of City shade tree exceeded 5,000 trees throughout the City.

The Committee on Public Planting (COPP) provided the City with another successful year through the "Client Street Tree Purchase Program." This year the committee planted another 75 new public shade trees. The COPP also completed the Master Tree Planting Plan for the Cambridge Common. The plan calls for the planting of 125 new shade trees on the Common over the next 5-11 years. The uniqueness of the program is that the new trees will be purchased by individuals, groups or corporations; Public money is not expected to be used in the purchase of the new trees.

Building Maintenance

The Building Maintenance Division is responsible for building maintenance services within the Cambridge City Buildings. This Division is responsible for services, such as carpentry, painting, plumbing, lock installation, and repair. There is also a sign shop where signs are designed and constructed for public announcements, street postings, commemorative plaques, and monuments. In addition, this Division provides service for parades, public functions and public celebrations, and responds to the need for temporary street signing for emergency snow plowing, street sweeping, public events and parades.

One of the major responsibilities of this Division is to set up staging, podiums, and public announcement systems for many events throughout the City. During the course of FY94 this Division provided such services for over 40 events. Some of these events included: The April 19th William Dawes Day observance at the Cambridge Common; the Haitian Festival at Sennott Park; Golden Age picnics for senior citizens at both MIT and Harvard University; the International Fair at Central Square; the Memorial Day Observance at the Cemetery; The Caribbean Festival in Central Square; the River Festival along the Charles River; the Linsky Road Race; the Harvard Square Mayfair for business people and numerous other events including many Cambridge street dedications. The Sign Shop component of the Building Maintenance Division prepares the many signs which are needed for these events.

During FY94 the Building Maintenance Division completed several large painting projects. Two of them consisted of the complete painting of Fire Engine #9 located on Lexington Avenue, and the complete painting of Fire Engine #6 located on River Street.

Other projects completed by this division during FY94 included the tiling of hallway floors at the Police Headquarters on Western Avenue and the renovation and remodeling of the second floor of 51 Inman Street.

The Building Maintenance employees were also kept busy during FY94 installing and maintaining backflow devices through various City buildings. Other projects completed throughout the fiscal year included the rehabilitation of the Tot Lot sprinkler areas at Glacken and Hoyt Fields.

During FY94 the employees in this Division also responded to numerous emergency calls relating to building maintenance problems throughout the City.

Public Building Division

Major building projects within the Public Works Department are administered by the City Architect and the Facilities Manager. The City Architect oversees designer selection and design of a project. The Facilities Manager oversees the process of specifications development, bidding and contract administration.

During FY94 designer selection was completed for projects at the Cambridge Hospital, Gold Star Pool and the War Memorial Building. The City Architect approved final design work for the Cambridge Senior Center, the O'Neill Golf Course Clubhouse renovations and the first phase of improvements to City Hall.

Construction began on the renovation and additions to the Senior Center as well as the first phase of City Hall improvements. The Facilities Manager also managed the completion of renovations to the Golf Course Clubhouse; the removal and replacement of underground fuel storage tanks and associated dispensing systems at the DPW yard and the Cambridge Cemetery; and removal of an underground storage tank at the Neville Manor. The gymnasium floor at the Gately Shelter was replaced as the first phase of a capital improvements program for that facility.

The Facility Manager also administers a variety of maintenance and repair contracts for municipal buildings, i.e., HVAC, elevators, security systems, pest control.

Vehicle Maintenance

The Vehicle Maintenance Division is responsible for the scheduled maintenance, repair, and emergency services for 300 City-owned vehicles and pieces of equipment. The vehicles include cars, pickup trucks, heavy equipment trucks (i.e., dump trucks, payloaders) rubbish packers, and construction equipment, such as payloaders and backhoes. This Division also develops written specifications for the purchases of new motorized equipment.

For FY94 the Vehicle Maintenance Division performed 5,151 separate jobs, up by 2.2% over FY93. In addition, preventative maintenance jobs increased from 500 to 550 between FY93 and FY94. The top three classifications of vehicle maintenance jobs completed in FY94 consisted of oil and lube (602); replacement of batteries (446); and tire replacement and repair (345). These three classifications of jobs accounted for 27% of the total jobs performed.

Continued improvements were made to the vehicle circle checklist procedure (an early morning checklist of all major parts of those vehicles which are scheduled to be in operation that day) in order to detect problems quickly and avoid costly repairs. The Division continued to paint and repair vehicles as needed to further improve the condition and operational life of the fleet. The evening (second) shift was expanded to two full-time mechanics in order to concentrate on the preventative maintenance work which is better suited for the evening shift. This allows many of the vehicles to be placed in operation by the next morning.

New equipment purchased during FY94 amounted to \$159,500. The most noticeable equipment purchased included an arrow board for road work, a large rack body truck to collect appliances, a 3-yard dump truck with plow, a six person crew cab with plow for year round assigned

work, and two new 8-foot plow blades for the small dump truck.

Off-Hours

The Off-Hour Division, consisting of 11 employees working different shifts, provides the DPW with 24-hour, seven day per week response to any situation or emergency. During FY94 this Division responded to initial after-hours sewer complaints, fallen trees and tree limbs, litter pickup, building surveillance and, in conjunction with the Police and Fire Department, the clean-up of accidents. The importance of this Division is highlighted by the ability of the staff to respond rapidly to City-wide emergencies.

During FY94, Cambridge, as well as the rest of New England, experience the worst winter ever recorded in the modern era with close to 100" of recorded snowfall. The Off-Hours Division, in addition to coordinating radio contact between DPW personnel throughout the evening hours, responded promptly to calls from residents concerning storm-related inquiries.

Sewer Division

The Sewer Division consists of seven employees most of whom are on call 24 hours, seven days a week. During FY94, the Sewer Division responded to 211 emergency sewer-related calls. These emergencies included blocked catchbasins, failed pump stations, bad odors, and noisy or cracked utility covers. In addition, as part of the sewer preventative maintenance program, 11 miles of sewer that were cleaned and televised quarterly reducing the incidence of blocked sewers and leading to a reduction in overtime calls. Also, in FY94 the maintenance crews cleaned 3,000 catchbasins, installed 12 Boston traps, repaired 7 sewers, 121 catchbasins and 4 utility covers.

During FY94, the sewer separation program at Mt. Pleasant, Walden, Clifton, Jackson, Clay, Dudley, Montgomery, Reid, and Harvey Streets was completed. Cedar Street was started in mid-September and will be completed by November 1, 1994.

For the fifth fiscal year in a row the Sewer Division, in conjunction with the Information Systems Division, continued to measure the combined sewer overflow discharge into the Alewife Brook and Charles River through the combined sewer overflow (CSO) computerized monitoring program. This year, however, the Department used a computerized model which was developed through a joint effort of the Sewer and Information Systems Divisions and an outside consultant. The CSO model was based on four full years of historical data and current readings at key locations. It also takes into consideration the precipitation readings from the Logan Airport weather station in Boston.

There were two engineering coop students assigned to the Sewer Division during FY94. One of the students was assigned to help with the inspection of sewer maintenance field work and while the other student assisted with the in-house design of future projects and implementation of a computerized sewer inventory system.

Community Development

The goal of the Community Development Department (CDD) is to enhance the overall living environment and the quality of life for Cambridge's highly diverse population. This is accomplished by planning and managing physical change as effectively and competently as possible and by encouraging economic growth to strengthen the City's job and tax base and produce new employment opportunities. In addition, the Department seeks to strengthen communication between and among the City government, residents and the business community. The Department utilizes its resources to achieve these goals through preserving and developing affordable housing, strengthening the vitality of commercial and business districts, renovating neighborhood parks and playgrounds, enhancing the character of each of the city's thirteen neighborhoods and managing growth for the best long-term interests of the city.

In FY94, the community development program was implemented by a 40 member staff who administered in excess of \$20 million in Federal and State funded projects including the \$3.43 million Community Development Block Grant (CDBG) Program. Staff also coordinated more than \$1.2 million of City funded capital improvement projects. In addition, the housing staff was successful in securing a \$3.34 million grant from the Department of Housing and Urban Development for a new deleading program.

CDD staff performs its work as part of a public process in which a broad spectrum of interests and viewpoints are represented including those of the City Council, the Planning Board, citizens and community groups, nonprofits, developers, the business community and other government agencies. In FY94, staff assisted the City Council's Housing and Community Development Committee in their review of **Toward A Sustainable Future**, Cambridge's draft Growth Policy. The document, which grew out of a two year public process, provides a policy foundation for the Planning Board, the City Council and others to use in making decisions about the growth of the City.

The Department also worked with a coalition of residents and representatives of area businesses, nonprofits and community organizations to develop a strategic plan and an application for \$3 million in funding through the Federal Empowerment Zone/Enterprise Community Program. If the City is successful in obtaining the grant, funds will be used for a number of programs to promote new business development and train residents of the Broadway Enterprise Community for jobs in Kendall Square and throughout the City. The plan also includes provisions for day care and expanded transportation services to enable residents to take advantage of training opportunities. A decision on the grant application is expected early in FY95.

The Department's 1994 agenda was very full and varied reflecting a strong commitment to the City's housing, neighborhood planning, open space, zoning, transportation and economic development programs.

Housing

CDD's Housing component continues to plan and support a variety of programs to realize the City's strong commitment to the preservation and creation of affordable housing. The allocation of a significant portion of CDBG dollars has provided a solid base of support for a number of ongoing housing programs directed primarily to Cambridge residents with low and moderate incomes.

The Housing component has three primary areas of focus: 1) Housing Planning and Program Development; 2) Housing Development; and 3) Housing Preservation. Housing planning and program development activities include designing programs and policies which help improve access as well as identifying resources for the expansion of affordable housing opportunities. Housing development activities include determining project feasibility, giving technical assistance to potential project sponsors and providing gap financing to projects which serve lower income households and provide long-term affordability. Housing preservation activities range from the Home Improvement Program which provides assistance to low and moderate income homeowners to multi-family rehab programs provided through the NAHS Program. FY94 housing activities/accomplishments include the following. The Department:

- Received an award of \$3.4 million from HUD for a major lead abatement initiative for the City's existing housing stock, one of only eight cities across the nation to receive an award.
- Provided oversight and significant financial support to seven new affordable housing developments, comprising 80 family units and 146 single-room occupancy (SRO) units. These projects received the financial support of the Affordable Housing Trust and other City housing resources. They included the major renovation of SRO units at the Cambridge Family YMCA to meet the needs of homeless individuals, a family development with supportive services for formerly homeless single parent households, and the city's first residence with supportive services for women with AIDS.
- Served as a national leader in the innovative implementation of the Federal HOME Program, which has provided \$1.9 million to the City for affordable housing development.
- Coordinated a community process on the reuse of the Hampshire-Columbia Street (Blouin) Site in Neighborhood IV for affordable homeownerships, and designated a developer for the site.
- Secured a \$1 million commitment from HUD for a Section 108 Loan Guarantee to assist in the development of the 77-unit, mixed-income rental project on Brookline Street.
- Provided technical support to resident groups in expiring use restriction buildings, including assisting residents and Homeowners Rehab Inc., a local nonprofit, in assessing the feasibility of purchasing the 301 unit 808-

812 Memorial Drive development.

- Designed and implemented a series of workshops for prospective first-time homebuyers.
- Received HUD approval of Cambridge's third Comprehensive Housing Affordability Strategy (CHAS), enabling the City to receive Federal housing funds under a variety of programs.
- Rehabilitated 116 rent-controlled units through the Cambridge Neighborhood Apartment Housing Services Program and the Small Property Owner's Loan Program.

Neighborhood Planning

The Department's Neighborhood Planning component is involved in numerous planning projects in the City's neighborhoods. In 1994, staff continued the Neighborhood Planning Studies program, beginning two new studies, one in Neighborhood 9, the other in Mid-Cambridge, and worked to implement the recommendations of studies completed in previous years.

The object of the neighborhood studies is to identify major planning problems and concerns through a joint CDD and community study committee and formulate recommendations for their solution. The studies address issues such as traffic and parking, housing affordability and homeownership, neighborhood commercial areas and employment, park maintenance and rezoning of areas now inappropriately zoned.

In addition, neighborhood planners continued to work with the North Cambridge and Cambridge Highland Stabilization Committees and with individual neighborhoods as needed. Staff provide technical assistance to neighborhood organizations throughout the City and advise other CDD staff on structuring and implementing public participation processes. In FY94, the Neighborhood Planning staff:

- Commenced the Mid-Cambridge and Neighborhood Nine Studies.
- Completed demographic surveys and began data collection for studies in Neighborhood Nine and Agassiz.
- Led the planning process for the Comprehensive Plan for Trolley Square/Sheridan Square, a recommendation of the North Cambridge Neighborhood Study.
- Coordinated the planning process for the Railroad Safety Task Force with the consultant Wallace, Floyd and Associates.
- Successfully completed the final year of the East Cambridge Stabilization Program.
- Helped coordinate the community participation process for the Blouin site redevelopment in Neighborhood Four into affordable housing, and continues to manage the public planning process for a new open space in Cambridgeport.

- Worked extensively with the Neighborhood Nine Association on their reorganization and outreach initiative.
- Coordinated planning of improvements to Rafferty Park.
- Continued to work with citywide and multi-neighborhood planning groups including the Harvard-Neighborhood Joint Consultation Group, the Cambridge Civic Forum, the Sustainable Cambridge Coalition and the Rindge School of Technical Arts Cityworks Program.
- Successfully completed with the North Cambridge Stabilization Committee and the Cambridge Highlands Neighborhood Association, selection of projects to be funded through the North Cambridge Stabilization Program 13th year.
- Assisted in the review of proposed plans for the Stop & Shop site in Cambridgeport.
- Assisted with the Agassiz Neighborhood Council's long range planning initiative.
- Assisted staff working on the Alewife Master Plan in outreach efforts to explain the draft plan and obtain comments from residents and individuals interested in the future development of this area.

Planning and Design Services

The Planning and Design Services staff provides technical services in areas of land use planning, zoning, urban design, transportation planning and management, open space planning, landscape design, construction management, data management and graphic design. In addition, to managing projects in each of these areas, this staff has continued to work successfully as an "in-house" consultant team to the Department's other planning components. In FY94 Planning and Design Services staff:

- Assisted the Planning Board in utilizing the Growth Policy document to review and make recommendations to the City Council on the Biogen and Stop & Shop proposals.
- Provided assistance to the Mid-Cambridge and Neighborhood Nine Study Committees in developing land use, zoning and urban design recommendations.
- Assisted the Planning Board and the Environmental Program in developing and conducting a number of studies required by the Cambridge Vehicle Trip Reduction Ordinance and/or used as input into the City's position relative to a new State Implementation Program (SIP) for improving air quality.
- Gained funding approval by the State for Cambridge transportation improvements such as the Lafayette Square/Massachusetts Avenue roadway project.
- Began construction of improvements to Rafferty Playground in the Cambridge Highland Neighborhood and

Warren Pals Playground in the Wellington-Harrington area.

- Completed construction of the \$1 million Hoyt Field Renovation Project.
- Coordinated planning and design of interim improvements for the new Cambridgeport park (at Tudor, Pacific and Sidney Streets).
- Began inspection of all City parks with play structures for compliance with safety and accessibility standards.
- Completed demographic and community opinion surveys for Neighborhood Studies in Neighborhood Nine and Agassiz.
- Participated in implementing and administering the Cambridge Biomedical Careers Initiative.
- Provided assistance in researching business and employment trends and developing strategies for business retention and job growth.
- Analyzed and disseminated Census information to city staff and the general public.
- Produced display and other informational materials explaining the Community Development Block Grant Program as part of National Community Development week.

Economic and Employment Planning

This component is responsible for a wide range of planning and development activities designed to: broaden the City's tax base and ensure a strong local economy over the long-term; retain existing businesses and attract growth industries to Cambridge; manage physical growth in development districts and commercial corridors for the best long-term interests of the city; and increase employment opportunities and access to Cambridge residents. In FY94 Economic Development staff:

- Conducted the first cycle of the Cambridge Biomedical Careers Initiative, a 12 month training program which prepares graduates for careers in biotechnology. Economic development staff participated in four public orientations, the selection of candidates, and the solicitation of internships and jobs. In addition economic development staff chaired meetings of an industry advisory committee and monthly meetings of a provider executive committee. Program participants participated in job placement taking place in the Spring of 1994.
- Provided technical assistance to minority-owned Cambridge firms to enable them to compete for funds through the State's Urban Initiatives Program.
- Provided individual assistance to firms seeking to relocate or expand in Cambridge. Assistance includes finding sites, accessing financing sources and support in obtaining needed permits. Among those receiving

assistance were the developers of 600 Memorial Drive and 620 Memorial Drive for biotech space, Carberry's Bakery, Amgen, a California biotech company and the Cambridge Resource Group, a computer networking firm which moved to Cambridge from the suburbs.

- Provided assistance in persuading Biogen to undertake a 630,000 square foot, fifteen year expansion program in Cambridge.
- Participated in the Cambridge Civic Forum by facilitating the economic development group at two community wide events and facilitating the ongoing economic development committee.
- Participated in the Boston Society of Architects Charrettes concerning the inner ring and continue to provide technical assistance to the inner ring planning process.
- Met with visiting delegates from Scotland, Ireland, Israel, Jamaica, Germany and Finland to discuss Cambridge's economic development strategy.
- Served on the Board of the Cambridge Enterprise Collaborative and acted as a referral of prospective tenants for this building.
- Served on the Regional Employment Board (REB) and on the REB's new initiatives committee, which helped bring Cambridge's perspective to ERI, the regional employment and training agency.
- Participated in the Metropolitan Area Planning Council's Economic Development Committee.
- Worked with the Mayor's Commission on Central Square and the Central Square Neighborhood Coalition to implement economic development recommendations. Activities included working with targeted landlords to fill space with desired retailers, meeting with restaurant owners to encourage them to place cafe tables on the sidewalks, working with the Licensing Commission to identify regulatory requirements, and designing a facade improvement program. In addition, a computerized data base of commercial real estate has been developed. During the last year, ten new restaurants and ten software companies have leased space in Central Square.
- Held meetings with the State's quasi-public agencies and Cambridge banks to acquaint them with Cambridge's financing needs.
- Analyzed Cambridge's permitting requirements and processes. Two products to be developed are a comprehensive guide to permitting that can be used by companies opening business in Cambridge and recommendations for streamlining the process and making it more user friendly.
- Published the Cambridge SiteFinder, a database listing information on industrial and research and development sites in Cambridge for sale or lease. The Cambridge

SiteFinder has become an important tool in efforts to retain and attract companies. It will be published twice during FY95.

- Provided ongoing oversight to the Cambridge Business Development Center. Highlights of activities include: providing walk-in/call-in assistance to 250 clients; providing special interest support groups to Cambridge companies; maintaining resource materials regarding funding, consulting services and other business development resources; offering a self-employment initiative which includes peer support, micro-loans, and training in operating a business; establishing partnerships with local universities for pro bono workshops and seminars in entrepreneurship; and reaching sufficient organizational maturity to be spun-off as a 501 (C) 3, enabling the Cambridge Business Development Center to seek non-city sources of funds.
- Participated in and provided technical assistance to the Mayor's Commission on Employment and continued to support the Cambridge Employment Plan.
- Conducted a citywide survey of Cambridge-based, women-owned businesses to understand their needs. This information will be used to develop programs and services to assist women entrepreneurs doing business in Cambridge.

Historical Commission

About thirty times this year, Cambridge Historical Commission staff members visited school classes or neighborhood groups to present slide shows and walking tours. For some of the children, this was their first encounter with the Historical Commission and its activities. As they grow up, these Cambridge residents will have many more opportunities to benefit from the work done by this department. They'll be able to read about the city in the Historical Commission's neighborhood history books; research their homes and families at the Historical Commission archive; receive advice or perhaps a grant to help them restore their homes; or simply appreciate the city's neighborhoods and buildings which have been conserved through the Commission's efforts.

The Cambridge Historical Commission was created by the City Council in 1963. Its original mission was to administer the city's Historic Districts; to survey all 13,000 buildings in the city and publish its findings; and to mark historic sites and buildings.

Over the last thirty years the Historical Commission has expanded its role and now engages in community education and technical assistance in preservation and restoration; maintains an archive of local history and photographs; enforces additional historic preservation ordinances regulating demolition, landmarks, and Neighborhood Conservation Districts; makes grants to low- and moderate-income families for restoration and preservation; and restores historic public open spaces and monuments.

Many Cambridge contractors and property owners

were delighted to discover this year that the process of obtaining a building permit had been streamlined; Commission staff now review only applications for designated properties. In FY94, 257 applications for building permits required the review of the Historical Commission or its staff.

The Demolition Ordinance requires Historical Commission approval for the demolition of any structure at least fifty years old. In FY94 the Commission staff reviewed 34 demolition permit applications, with nine evaluated at public hearings.

In Historic Districts, no publicly-visible exterior alterations can occur without Commission review. This fiscal year the Commission heard 34 Historic District cases at public hearings. The Commission also has jurisdiction over the exterior appearances of 14 properties designated by the City Council as local landmarks. The staff continues to prepare landmark designation reports for review by the Historical Commission and presentation to the Council. In FY94 the Historical Commission staff prepared landmark designation reports for a group of six residential properties: 2200, 2203, 2211, 2218, and 2222-2224 Massachusetts Avenue.

The Historical Commission also administers two neighborhood Conservation Districts whose procedures are tailored to meet local needs. The Half Crown NCD, located just west of Harvard Square, was established in 1984. In FY94 there were 11 applications for work in this district, with three reviewed at public hearings. The Mid Cambridge NCD was created in 1985 and includes 2,150 buildings. In FY94 this district board received 165 applications for work, 26 of which were evaluated at public hearings.

The Historical Commission's preservation easement program allows an owner to voluntarily protect a significant building by giving the Historical Commission the legal right to review alterations to it. The program encourages private investment in restoration of significant buildings with no corresponding expenditure of public funds. The City, through the Historical Commission, now holds over twenty easements on buildings throughout Cambridge.

The Historical Commission disburses federal Block Grant funds to low- and moderate-income homeowners in the form of preservation and paint grants. The preservation grant program, now in its eighteenth year, has helped nearly 450 owners restore their homes, while the paint program, in its thirteenth year, has provided housepainting subsidies to over 225 North Cambridge and Cambridge Highlands homeowners. In FY94, eleven paint grants and five preservation grants were awarded.

The marker program has been greatly expanded in the past two years. In FY94, the first twenty African American Heritage markers were produced by the Historical Commission in collaboration with the Mayor, Cambridge Discovery, Inc. and several community-based groups. These markers will be installed early in FY95. Sixteen new blue oval markers for North Cambridge were researched and written in FY94; these will be produced and installed in the coming year.

Work continues on the revised and expanded edition of Old Cambridge, originally published in 1973 as Volume III of the Survey of Architectural History in Cambridge. Publication is expected in 1995.

Historical Commission staff also assisted the License Commission by presenting the historical segment of its educational program for new cab drivers.

Revenues have remained steady from publications and photographic sales, paint color and 21E research consultations, royalties and miscellaneous charges.



Mayor Reeves with Henry Louis Gates, Jr.
Dedication of WEB DuBois marker at 20 Flagg St.

Conservation Commission

The Conservation Commission is a seven-person voluntary board consisting of City residents appointed by the City Manager, and is served by one staff person. The Commission protects and enhances the city's natural resources through regulatory review, planning, advocacy and education. The Commission administers the Massachusetts Wetlands Protection Act Regulations, and reviews Environmental Impact Reports and other environmental documentation and permit applications for projects proposed in Cambridge. The Commission also advises other City departments on natural resources issues, works with regional, state and federal agencies and groups to address issues of environmental concern and works to inform and advise the public on environmental issues. The Commission also coordinates the fourteen community gardens which serve more than 400 Cambridge gardeners each year.

Regulatory Activities

The Massachusetts Wetlands Protection Act protects the public interests served by floodplains and wetlands and water bodies. Any proposed activity within the floodplain or within 100 feet of a wetlands that may alter these areas requires review by the Conservation Commission. Upon review of the proposed work, the Commission may issue a permit, called an Order of Conditions, that imposes conditions upon the work such that wetlands and floodplain values are protected.

During FY94, the Commission held twenty-four public hearings and meetings to review wetlands permit

applications and discuss other issues of environmental concern in Cambridge. Among the projects reviewed and permitted by the Commission were activities related to the Central Artery/Tunnel Project, work by yacht clubs in the Charles River, and projects in the Alewife area, including the demolition of an abandoned gas station on Route 2 by the Arthur D. Little company, which removed this eyesore from Cambridge's entryway and restored wildlife habitat and flood storage values to the site.

The Commission also conducts meetings with applicants as part of its regulatory responsibilities to evaluate the site and proposed work, assist the applicant during the application process, and to ensure compliance with permit requirements. The Commission also has the authority to enforce the provisions of the Wetlands Protection Act, and through this process was able to quickly resolve two recent cases of non-compliance.

The Commission also cooperates with other City departments in reviewing projects with potential environmental impacts, such as the Massachusetts Environmental Policy Act (MEPA) review process, and the state's Ch. 91 Waterways Regulation Program. MEPA requires that proponents of certain projects file an Environmental Notification Form and/or Environmental Impact Report in which potential environmental impacts are documented, alternatives assessed, and public comment solicited. The Waterways program protects the public's interests in filled and flowed tidelands, ensuring that proposed projects do not interfere with the public rights to enjoy the benefits of these areas. The Commission has worked closely with other city departments in the ongoing review of the Central Artery/Tunnel Project during federal and state environmental review processes. As one of the permitting agencies for the Central Artery/Tunnel, the Commission is represented on Interagency Coordinating Committee for this project, where state and federal agencies convene to discuss impacts of the Project and proposed mitigation. Participation in these environmental review programs is an important role the Commission plays in protecting the City's environmental quality.

Coordination with other City Agencies

The Commission continued to work closely with other City departments on environmental and open space issues in Cambridge. The Commission contributed information and comments on Open Space Plan, the Growth Policy document, and draft Alewife Master Plan document. The Commission assisted the Environmental Program in preparing a proposal to obtain funds for bicycle and pedestrian access improvements, and provides the Environmental Program with technical assistance on wetlands and natural resources issues during coordinated environmental review and planning processes. At the Fresh Pond Golf Course, the Commission continued to provide advice to Recreation Department staff on alleviating drainage problems at the site. The Commission and engineering staff at the Public Works Department have closely monitored planning efforts by the Massachusetts Water Resources Authority for Combined Sewer Overflow control in Cambridge, and on other water quality issues.

The Commission assisted the Water Department in selecting a consultant to conduct a Fresh Pond Watershed Protection Plan, and reviewed and provided information for this document during draft stages. The Commission's director was appointed to the Cambridge Watershed Advisory Committee, a group composed of representatives of communities within the Stony Brook and Hobbs Brook Reservoirs, the source of Cambridge's drinking water. By working closely with the Water Department's Watershed Manager, the Commission was able to provide assistance to the Water Department in its ongoing efforts to protect the City's Water supply.

Community Environmental Issues

An important component of the Commission's duties remains its cooperation with community groups. The Commission is represented at meetings of the Alewife Coalition, Friends of Blair Pond, two groups who have been successful in advocating for natural resource protection and enhancement at Alewife and in the Cambridge Highlands neighborhood. The Commission continues to provide assistance and information to the Alewife Coalition as it negotiates with the Arthur D. Little Company and the Metropolitan District Commission in regard to the proposed land swap at the MDC's Alewife Reservation. The Friends of Blair Pond was instrumental in convincing the MDC to fund a Master Plan for the Blair Pond site. In addition, the Commission has engaged in a very productive dialogue with the Conservation Commissions of Arlington and Belmont on mutual issues of environmental concern at Alewife. Together, the three Commissions along with the Alewife Coalition and Friends of Blair Pond, have worked with the MDC to request the Army Corps of Engineers to perform a floodplain management study. This concerted effort has also drawn the attention and assistance of a new state wetlands restoration program.

The Commission continues to coordinate the community garden program, which now includes 14 gardens throughout the City, serving well over 400 residents. The Commission provided assistance and encouragement a group of teenagers in the City's summer youth employment program, who learned about gardening and built composting bins at two community gardens. The Commission has closely followed the development of a new Combined Sewer Overflow plan being developed by the MWRA, and has sought to encourage that agency to improve water quality in the Charles River and in Alewife Brook by reducing the discharge of untreated sewage into these waterways.

The Commission also continues to provide educational opportunities to Cambridge residents. This year the Commission's Director hosted two students from the Longfellow School's mentor program. The Commission's Director conducted a workshop at the New England Environmental Conference at Tufts University on citizen monitoring of anadromous fish runs, and watershed protection. The Commission's Chairperson worked actively with the Cambridge Civic Forum and often facilitated discussions on environmental issues at community meetings held by that group.

Peace Commission

The Cambridge Commission on Nuclear Disarmament and Peace Education continues its mission of promoting peace education within Cambridge and seeking to reduce violence. Begun in 1982 to confront the concerns of nuclear war, the Peace Commission has expanded its mission to incorporate challenging local forms of discrimination which foster violence and promoting those ideas and programs which affirm diversity and build community within our City. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs which build understanding, community cooperation and social justice. During the 1994, the focus has been looking at the roots of violence in our community and building or supporting programs which develop alternatives.

The Commission is devoting special attention to the concerns of violence as they affect young people addressing youth violence in Cambridge and collaborating with others to design creative programs which might prevent further violence. The urgency for listening to the problems of violence in the schools and offering teachers and students strategies for dealing with violence has never been greater. The Peace Commission has tried to promote non-violence at the school level through initiating programs and collaborating with school and community efforts to develop comprehensive policies which foster a community in which difference is understood and celebrated, in which the sources of violence are recognized and confronted and where all members of the school community can be part of an effort for equity. Eliminating violence in the schools will never be possible within a society which promotes it. Therefore, the Commission works to support all aspects of programming and policies in Cambridge geared towards enhancing the notion of peace-making.

The Peace Commission is unique in Cambridge (and within the United States) although it is fast becoming seen as the only real strategy for addressing the kinds of violence now affecting our cities. Programs of violence prevention such as mediation have been shown to fail (80% within the first year) if they are not grounded in fertile soil. The Commission is creating that fertile soil through projects such as the Peaceable Schools Campaign for teacher-training in conflict resolution and creating peaceable classrooms. Programs which highlight international issues of violence and resources for peace such as the Cambridge-El Salvador Sister City Project are limited if they cannot connect to local concerns. The Commission works with the Sister City project to bring its resources into our schools and communities providing the models of peace-making from El Salvador to Cambridge youth and teachers. The Commission provides a framework and perspective which links the realities of violence both local and national and begins to offer programs and action which can really have lasting impact. The Commission is uniquely situated to join these "peace-making" efforts which have been traditionally unconnected to better serve the city of Cambridge as well as enhance the programs themselves. The Commission acts as a network center for Cambridge linking peace organizations, community groups, school and university efforts, neighborhood concerns with each other and the City.

RESPONDING TO SCHOOL VIOLENCE

Creating Programs to Resolve Conflicts and Promote Peace-Making in the Classroom

- **6-part MCET Cable TV Series on Alternatives To Violence:** The Peace Commission is co-hosting a TV series for Cambridge teachers and residents. The Commission broadcasts its programming into all of Cambridge's schools both through its live shows and through use of taped programs. The committee created 6 shows to address different issues in the classroom and contacted speakers and presenters for each show. The 6 shows are: Understanding the Sources of Violence, "Isms" and Violence/ Welcoming Diversity; Creating The Peaceable Classroom - Conflict Resolution/Mediation Techniques; Creating The Peaceable Classroom - Structure (classroom meetings, democratic class, integrating peace and anti-bias content into the curriculum); Intervening with Violence in the Schools - Dealing With Victims of family violence and sexual harassment; and Competition as Violence/Cooperating Learning.
- **Alternatives to Violence: Creating Urban Peaceable Schools Institute:** In collaboration with the Peaceable Schools group (PSG) (Lesley and Wheelock Colleges and the Cambridge School Department), the Peace Commission organized and ran the second annual five-day Summer Institute reaching 140 teachers with workshops, speakers and skills to build multicultural, safe, equitable and democratic classrooms.
- **Release Day Workshops On The Roots of Violence for Middle School Teachers:** During the calendar year 1993-94, the Commission has helped to develop and offer a 4 part series of workshops for all middle school teachers on violence prevention.
- **Peace Days for Elementary Schools:** Collaborating with Drop Out Prevention, the Commission offered workshops as part of half-day violence prevention programs in 4 elementary schools.
- **15 Week Course on Alternatives To Violence for Elementary School Para-professionals:** The Peace Commission Director and Lesley College Professor Linda Brion-Meisels (of the Peaceable School Group) designed and co-taught a 15 week course for para-professionals within the school system to more than 35 classroom aides. As front-line workers in responding to violence, the paraprofessionals learned techniques in interrupting violence, strategies and resources for creating safer classroom environments and support for their voices for change.

WORKING WITH YOUTH TO BUILD PEACE-ORIENTED ALTERNATIVES TO VIOLENCE

Promoting Understanding Across Differences: Building Peacemakers

- **Ninth Summer Youth Work-for-Peace Camp:** A

multi-racial, cross neighborhood team of 16 CRLS students were hired for community service renovating low-income housing and interning with community action projects. In addition to their community service, the youth hosted 12 foreign volunteers for 3 weeks in July from Poland, Slovenia, Spain, Czech Republic, Holland, Lithuania, France and Belgium.

Creating Programs for Cambridge Youth Leadership

- **Youth Peace and Justice Corps (PJC):** In the second year of the PJC, a team of 21 youth was chosen for a community-action internship and weekly Institute on leadership development for peace and justice. The internships sites were Cambridge programs confronting the issue of violence and promoting social justice at a local level - Cambridge Cares About AIDS, The Dating Violence Intervention Project, Peace Action, Spare Change, Coalition for basic Human Needs and a weekly Peace and Justice radio program. The Social Justice Institute was a weekly workshop/meeting for group building through discussions about the causes of violence including racism and sexism, skill-building in the areas of community organizing and leadership, and exposure to the history and principles of social change organizing.

Coordinated City-wide Efforts for Violence Prevention.

The Commission Director has been an active participant and co-chair for the Violence Prevention Task Force bringing together school staff with community agencies, youth workers, police and court personnel, neighborhood workers and youth. The Task Force has created a network of the services available for young people and initiated a successful proposal to the Cambridge Hospital for city-wide position on resource development. The Director is part of the Community Crisis Response Team based at Cambridge Hospital offering intervention and effective processing to the whole communities affected by local traumas.

- **Campaign On Toys of Violence:** During the winter holiday season the Commission launched an informational campaign about toys which promote violence. Members of the Commission developed a flier and informational materials about toys of violence and distributed it to all of Cambridge's day care centers and early childhood programs. The materials provided parents with some understanding about toys of violence and alternative toys (for the same price).

Community Awareness Programs - Affirming Diversity

- **Remembering the Holocaust:** The Commission headed an effort of Mayor Reeves and Councillor Wolf to create a city-wide program in commemoration of the Holocaust. The program in April of 1994, attended by well over 250 people, brought together Cambridge residents from different religious communities, neighborhoods and backgrounds around the theme of unifying in the face of violence and bigotry including a recognition of other communities in Cambridge affected by

genocide and state-sponsored violence (Cambodia, Native Americans, Tibet, Armenia and El Salvador).

- **Africa Sister City:** The Commission has been an active participant with the Africa Sister City Campaign with Bulawayo, Zimbabwe. The Commission organized a mailing to schools, day centers and churches looking for organizations interested in pairing with sister programs in Bulawayo.
- **Cambridge-El Salvador Sister Project:** A major participant in the Cambridge - El Salvador Sister Project, the Commission established an education committee for the Sister City Project made up of Cambridge teachers, day care staff and citizens and has organized four teacher's delegation to San Jose las Flores. Utilizing materials gathered from our Salvadoran sister city and augmented with teacher's materials from the Amigos and bilingual programs, the Peace Commission has developed a "Central America Kit."
- **Safe Schools for Lesbian/Gay Students:** Participating in the coordinating and planning committee for a spring conference for teachers, administrators and youth on making schools safer environments for gay and lesbian youth and staff, the Commission Director key-noted and led several workshops on building anti-bias classrooms.

Acting Locally for Global Concerns

- **Intervening for Democracy/Haiti Support:** The Commission revised the material on Haiti and Haitian culture and circulated them through all the elementary schools. Since the overthrow of the elected President Aristide, the Commission has supported various efforts on behalf of the Haitian community including a city-wide march and several resolutions. Representing the Mayor and the City of Cambridge, the Peace Commission Director took part in a public press conference in Haiti affirming the U.S. support for President Aristide, calling for a continuation of the embargo and end to the violence and repatriation of Haitians fleeing the island.
- **Somalia Relief Effort:** The Peace Commission worked with the Public Library to sponsor a series of concerts to help relief efforts in Somalia. The fliers and the presentations at events provided information about the situation in Somalia, raised some funds for food and promoted support for the Somalia people without endorsing a military solution.
- **Bosnia Support resolution:** The Director worked with representatives from the Muslim community of Cambridge to create a campaign in support of the people in Sarajevo, Bosnia. The Commission brought together various peace groups with local citizens to initiate a petition campaign for signatures.
- **Resolution of support for countries facing unwarranted injustices:** In conjunction with local coalitions of community groups, the Commission has drafted and submitted resolutions against the Indonesian repression of East Timor, the U.S. embargo on Cuba, the occupa-

tion of Tibet and the imprisonment and killings in Burma. All of these atrocities have involved some form of U.S. funding or support.

COORDINATING WITH COMMUNITY AND EDUCATIONAL INSTITUTIONS

Creating Community Service Collaborations for Violence Prevention

- **Community Service Collaboration with Cambridge Community Services and Lesley College:** The Director participated in a city-wide comprehensive collaboration through Cambridge Community Services resulting in a successful proposal for youth community service through Americorps and with Lesley College for a community service learning grant teaching conflict resolution training for new teachers in training.
- **Monthly Violence Prevention Network Breakfast:** The Director participates in the monthly breakfast of violence prevention programs based in greater Boston including the District Attorney's office, police, agency personnel, hospital staff, street workers, school staff and state programs. The breakfast provides information, updates and resources.

Building City/University Efforts for Peace

- **Bunting Institute Peace Fellowship - Radcliffe College:** The Commission Director has been an on-going member of the Bunting network for community issues including participating in the committee to select the 1994 Bunting Peace Fellow choosing a human rights activist for the 1994-95 year.
- **Peacing It Together - Phillips Brook House, Harvard:** In pairs, Harvard students worked with 40 different middle school grades in 8 of Cambridge's elementary schools. The students brought in a curriculum, designed with help of the Peace Commission, which helped students first talk about violence in their lives and then create a cooperative game which somehow addressed the issue of peace.
- **Collaboration with Education for Action:** The Commission is working with the social action program at Harvard to develop Cambridge community sites for students as well as a pairing of activist college youth with High School youth including a successful presentation to 130 members of the Freshman Urban Program.

The Commission, with one staff person is assisted by a volunteer group of Commissioners (ages 18 to 75) representing Cambridge clergy, teachers, CRLS graduates, neighborhood activists, security guards, parents and others wanting to make Cambridge a city of non-violence, justice and community. Through grants and collaborations, Commission projects also include interns, stipended youth, a part-time coordinator and trainer.

Rent Control

Rent Control was adopted in Cambridge by the Cambridge City Council in 1970 and readopted in 1976 in response to a severe shortage of rental housing. Because of this shortage, and the lack of new construction of low and moderate income housing, the City chose to regulate rents and evictions so that tenants would not be forced out of their community by the rising housing costs. A volunteer Rent Control Board and a City department were established pursuant to the Rent Control Board Act to enforce the provisions of the Act.

The Rent Control Board

The Cambridge Rent Control Board consists of five members, appointed by the City Manager. By tradition, two members are chosen to represent landlords, two to represent tenants, and the fifth, a single-family homeowner, is appointed Chairperson. The Board meets Wednesday nights to consider regulations governing rent control and to decide cases.

The Board's primary responsibilities are to enforce (1) the Rent Control Act, which sets out basic rent control law; (2) the Removal Permit Ordinance, which limits the rights of property owners to remove controlled rental units from rent control rolls; and (3) the Regulations, which spell out in detail the rights and responsibilities of landlords and tenants and the procedures to be used by the Board.

The Rent Control Department

Rent Control is administered on a daily basis by twenty-five full-time and several part-time staff. Primary staff responsibilities include rent setting, eviction review, removal permit review, status determinations, enforcement actions, and public information and assistance.

Almost half of hearing officers' time is spent processing cases, and another fifteen percent is spent providing public information. The remaining work hours are used for tasks such as developing new regulations and procedures, implementing the general adjustment, and litigating cases. Other staff are responsible for administrative support such as data processing and clerical functions, and to serve the public's many requests for assistance and information.

Rent Setting

The Rent Control Act requires that a legal maximum rent be set for each controlled unit. Rents may be adjusted either through citywide rent increases (i.e., general adjustments) or through individual adjustments for operating expenses, capital improvements, or both.

The Board has implemented systems to help persons whose primary language is not English better understand (1) the reasons for the general adjustment, and (2) the process which tenants can use to report sanitary code violations in their units. For several weeks following the mailing of the General Adjustment, public assistance is available one day per week in Spanish, Portuguese and Kreyol. Landlords and tenants receive information about the availability of the assistance with their Notices of the

General Adjustment. For the same period, voice mail is also made available in each of the three languages. In addition, the Board provides assistance for the hearing impaired via a special TDD/TTY telephone line.

The Board also allows owners to apply for rent increases for a property for capital improvements completed on the property and for operating expense increases. To receive an individual adjustment for a property, the owner must complete an application and submit proof of payment for the expenses claimed. A staff member processes the application and submits it to the Board or the Executive Director for final approval. Processing time for an individual adjustments ranges between 6 and 100 hours, depending upon such factors as the complexity of the case, the number of parties involved in the case, and the size of the building.

The Board has also implemented a preapproval process for capital improvement rent adjustments performed in vacant units. Under this program, an owner can apply for a rent adjustment before repairs and renovations are performed on a unit, thus ensuring that the Rent Control Board considers the planned work prudent and the costs reasonable. Before proceeding with the project, the owner is also notified of the estimated rent increase to be expected after the work is completed. The rent increase becomes effective soon after work is finished, much more quickly than with other types or rent adjustments.

Eviction Review

Property owners must apply for a Certificate of Eviction from the Rent Control Board to evict a tenant before proceeding to court on a summary process complaint. Evictions are categorized as either "nonpayment" or "other cause." "Other cause" includes such grounds as violation of an agreement, damage or nuisance, denial of access, unapproved subtenant, owner-occupancy, etc. Mediation services are available to landlords and tenants both at the Board and from several outside agencies.

The Board prioritizes processing of nonpayment eviction cases in recognition of the importance of an income stream in maintaining rental housing. Eviction cases which require hearings take approximately ten to twenty staff work hours to complete.

Removal Permit Review

The Removal Permit Ordinance prohibits the removal of controlled rental units from the rental market after August 10, 1979, unless the owner is entitled to a removal permit or obtains a Certificate of Exemption. Applications for removal permits are processed on an expeditious basis by staff attorneys with considerable experience and knowledge of relevant law.

Status Determinations

The Rent Control Board is responsible for determining whether or not a building or unit is subject to rent control. Special cases and tenant complaint cases are often initiated following receipt of a complaint from a member of the public, or an application from the building or condominium unit owner. Common issues include whether a property is

properly registered with Rent Control, whether a building or unit is exempt as "new construction," whether a building of less than three units is owner-occupied, and whether a condominium is exempt from Chapter 8.44 of the Cambridge Municipal Code (the Removal Permit Ordinance) and can be legally owner-occupied.

Enforcement Actions

The Rent Control Board is responsible for enforcing the Rent Control Act, the Removal Permit Ordinance, and the Regulations. Designated enforcement staff include two part-time General Counsel and the Compliance Officer position recently created to enhance the Board's enforcement and educational efforts.

Public Information and Assistance

Staff members are available every weekday from 12:45 - 4:45 p.m. in person or by telephone to assist landlords and tenants in filling various applications and petitions and to provide information about controlled rental units in Cambridge (e.g., legal maximum rents, services included in the rent). They are also available for in-person inquiries from 5:00 - 9:00 p.m. on Wednesdays. For a period of time after the General Adjustment of Maximum Rent notices are sent, public assistance is available full-time. *Translation services in Portuguese, Spanish, and Kreyol are available at the Rent Control Board Offices, as well as TDD/TTY assistance for the hearing impaired.*

Office of Cable Television

During FY94, Channel 37, Cambridge Municipal Television, cablecasted over 17 hours a week of regular series programming and about 5 hours a week of special, or annual project programming. As in the past years, Cambridge Municipal Television continues to expand its program offering by working more extensively with City departments to keep residents informed.

In addition to programming produced for viewing on Channel 37 - Cambridge Municipal Television, the Cable Office serves as an in-house television production facility for all City departments. Over 20 departments regularly make use of this service for the production of training tapes, informational videos, public service announcements, or for coverage of important department events and programs.

A primary goal of municipal programming is to increase resident awareness of the city in which they live and to promote a sense of involvement and participation with their city government. We are currently in our eighth year of City Council coverage and our third year of overseeing School Committee meeting coverage in addition to programs, documentaries, public service announcements, and training tapes produced with city departments. As the Cable Office's outreach to City departments grows, Channel 37's impact within the City government will continue to expand.

Municipal Television - Special Programs

Although most viewers become acquainted with Channel 37 through the live cablecasts of the Cambridge City Council, the production output of the Cable Office features a much wider assortment of programming. "Special Programs" refers to production outside the regular program offering, and last year, these included coverage of such events as: *Diversity Day in Cambridge*, *Cambridge Police Retirement Ceremonies and Medal of Valor Awards*, *The Cambridge Hospital Salute for winning the Foster McGaw Prize*, *The Phase IV Combined Sewer Separation Project Groundbreaking*, *The Campaign for Voting Rights and Handel's Messiah* from Kresge Auditorium. Each year, Channel 37 continues to increase the number and type of these special programs along with our coverage of such annual city events as the *City Run '94*, the city's annual spring road race around Fresh Pond, *National Night Out Against Crime*, a time to say good bye to crime in our city, and official ceremonies connected with *Veterans' Day* and *Memorial Day*, all of which have become staples of our programming year. Channel 37 also provided live coverage of the *Cambridge City Council Inauguration* and the *FY94-95 Budget Hearings* in their entirety.

Community and Public Safety Programs

Coverage of public safety and community oriented events continue to increase over the last year with the production of regular programs for both the Police and Fire Departments. In addition to regular programs on public safety, fire prevention, and numerous public service announcements, the Cable Office also produced more specialized programming for these departments.

The Cable Office in conjunction with the Police Department continue to produce the series *Five Western Avenue*. This program highlights police operations and introduces viewers to many of the key figures in the department. Regular fire prevention programs are also produced to keep residents aware of seasonal safety tips and changes in fire prevention. Also the Cable Office continually covers Fire Department training through the State Fire academy and in stations throughout the city. Not all of what we shoot goes out over the cable system, however; the Cable Office also serves as an in-house video production department to produce training tapes for these and other departments. The use of video as a teaching tool will result in improved services for all Cambridge residents.

Keeping residents in tune to local issues is also a priority. The Cable Office also keeps in touch with other offices on Cambridge related issues. *The Boston Harbor Project* was a cablecasted program and included relative information.

Health Care, History and the Arts

Attention to real issues with *Speak out on Domestic Violence. Make Cambridge a Domestic Violence Free Zone* was televised from a well attended Sullivan Chamber. The program highlighted stories and responses to this problem. Also televised was a *Public Hearing to consider issues related to Alcoholism & Alcohol in the Public Schools* that dealt with another day to day problem in our city.

An emphasis on history and preserving the historical figures in our city was also a priority. A series produced in cooperation with the Mayor's Office entitled *Past Times: Conversations in Cambridge History* highlighted this effort. Guests included Lesley Bunny Wood, Taka Salvy, Frank & Audrey Ince, Richard Crawford, and others who related their historical perspective. A ten part series of historical programs highlighting Cambridge people is in pre-production and slated to be aired in January, 1995.

The coverage of *Handel's Messiah*, from Kresge Auditorium was another holiday favorite on Channel 37 along with *Lift Every Voice - A Gospel Concert Celebrating Black History Month*. These programs highlight some of the best talent in the city.

A series of author reading programs produced in coordination with the Cambridge Public Library featuring Bapsi Sidwha, Corner West, Donald Hall, Margaret Atwood and others, as each read to a large audience in the lecture hall at the library. Such demand on these programs resulted in copies available in city libraries for checkout.

Consumer Assistance

Although cable programming may be its most visible aspect, the Cable Office regularly serves as a source of information on cable and other communications realms and as a liaison for Cambridge residents who are in need of assistance in dealing with the licensee. The Office handles everything from simple informational requests to complaints about service and billing disputes. Through proper affiliation the Cable Office stays abreast of all the legal, technical, and consumer oriented areas of the cable television arena. Constant effort is being made to sort out multiple issues and new regulations.

Water Department

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 94,000 permanent residents and an estimated additional 25,000 students during the academic year. The Water Department operates as an agency of the City government under the general direction of a five-member Board of Water Commissioners, appointed by the City Manager. The Department is regulated under Federal and State drinking water laws. The operating budget, debt service and capital improvement projects are financed by the sale of water, in accordance with an increased block rate structure established annually by the City Council. The rate structure as of April '94 consists of five incremental blocks with the rates set as follows:

	Consumption (CCF)*	Water Rate (\$/CCF)
Block 1	0-40	1.48
Block 2	41-400	1.59
Block 3	401-2,000	1.69
Block 4	2,001-10,000	1.80
Block 5	Over 10,000	1.93

* CCF denotes hundred cubic feet

The purpose of the increasing block rate structure is to promote water conservation by means of a progressive pricing schedule that raises the cost per unit of water service in the blocks of higher consumption.

In 1993, the average daily water consumption increased to 15.52 million gallons per day (mgd), up 2.0 mgd from the 1989 average of 13.52 mgd. Precipitation on the twenty-five square mile watershed drainage area totaled 43.21 inches in 1993; this amount is equivalent to the average annual precipitation of 43 inches.

The CWD is comprised of five (5) major Divisions. They are:

1. Administration
2. Watershed
3. Water Quality and Treatment
4. Transmission and Distribution
5. Engineering and Program Development

Accomplishments achieved this year are summarized by Division.

Administration

The Administration Division consists of six resources that is responsible for the administrative, financial, technical and billing operations. This division also assists in the quarterly processing of water bills for the 13,867 metered accounts in the City and is responsible for making inspections for leaks, faulty registrations, damaged meters, irregular connections and other customer services. Some of the major accomplishments achieved this year are as follows:

- Initiated a public information program that addresses water conservation. Pamphlets were distributed to a majority of our water customers with the ultimate goal of having all customers in receipt of this information by December of 1994.
- Completed office renovations and installed the first phase of office automation that addressed our initial computerized needs.
- Implemented Department-wide photo identification policy.
- Reduced overtime expenditures by 31% when compared to the previous year.

Watershed

The Watershed Division consists of seven resources which is responsible for the management and operations of the City's four reservoirs in Cambridge, Belmont, Lexington, Waltham, Lincoln and Weston. The Division develops and implements complex watershed protection plans, conducts environmental monitoring and manages operations at Fresh Pond Reservation, Cambridge's largest open space.

At the Fresh Pond Reservation, two significant goals were achieved in FY94. First, the Ranger Program was instituted by the hiring of a Chief Ranger and establishing goals and objectives for the first 6 months which included:

- 1) Opening communications with groups and individuals using the Reservation through direct contact, educational bulletin board displays and a newsletter.
- 2) Establishing communications with City agencies and Departments who share use or enforcement responsibilities on the Reservation, coordinating and explaining their efforts to the public to achieve a more consistent experience with City personnel at Fresh Pond.

In FY95, emphasis will be placed on improved signage, volunteer programs and establishing a link with the Cambridge Public Schools.

The second major goal achieved this year is the development of the Watershed Protection Plan for the Fresh Pond Reservation. The plan outlines the potential threats to water quality and includes an implementation plan to address the potential threats identified.

A community Emergency Response Plan has been written and initial response equipment has been purchased for the "up country" reservoirs and their watersheds. The City received a grant from the Massachusetts Emergency Management Agency (MEMA) to develop and pilot an emergency response training program for Fire Department personnel in the watershed towns and cities. MEMA plans to use Cambridge's pilot as model throughout the state for protecting highly sensitive natural resources from hazardous material spills. Additional training and completion of the overall emergency response plan will occur in FY95.

As part of the implementation of the existing "up country" Watershed Protection Plan, a Task Force to develop a working group to address watershed protection issues with the City of Waltham was initiated. The Cambridge Watershed Advisory Committee completed its second year of the two year term. Due to success in improving communication and cooperation between the Cambridge Water Department and the watershed cities and towns, the Advisory Committee will continue for another two year term. The contract has been renewed for the MAPC to continue its administrative/advisory role. This project is jointly funded by the MWRA and the City. The committee will focus on storm water management and by-laws over the next two years.



Jean M. Rogers Chief Ranger for Fresh Pond Reservation provides visitors with insights on the nature of the water supply.

Water Quality and Treatment

The Water Quality and Treatment Division consists of 15 resources that is primarily responsible for operating the filtration plant. This includes overseeing water treatment, performing laboratory activities in connection with monitoring and controlling water quality. This Division is also responsible for identifying and performing interim improvements required to maintain the existing facility until the new water treatment facility is on line.

During FY94 this division made significant strides with the interim improvements to the existing treatment systems. A new aeration system was installed at the Stony Brook Reservoir. This aeration system is needed to negate anaerobic conditions. A Potassium Permanganate feed system to assist with manganese control was installed at the treatment plant. Also, a comprehensive electrical system testing and maintenance project was completed on the existing plant. One raw water pump was re-built and two were replaced improving the reliability and backup pumping capacity of the treatment plant.

During this year, the laboratory acquired certification to test for trihalomethanes. This capability allows the City to make better use of its internal resources and it eliminates the costs associated with third party contractors. It also allows the Staff to have immediate access to water quality data which ultimately leads to enhanced process control. As a second step in complying with the Lead and Copper Rule (the first step was passing the first two rounds of lead and copper testing) a Desk Top Corrosion Optimization Study was completed. This study recommended the continuation of the current practice of pH adjustment for corrosion control for the future.

The continued focus of the treatment plant staff has been to optimize water quality and to prioritize and implement the ongoing interim improvement projects needed to keep the existing plant operational as future treatment facilities are being planned. An added focus to the interim improvements has been an emphasis on safety. During FY94 a Preliminary Site Safety and Indoor Environmental Assessment was initiated.

Transmission and Distribution

The Transmission and Distribution Division consists of twenty six resources and is primarily responsible for the maintenance, installation and general upkeep of the distribution pipeline facilities. These facilities include, but are not limited to transmission mains, services, hydrants, valves and fire protection appurtenances.

The pipeline network commences in Waltham where water is conveyed from the Stony Brook Reservoir to the Fresh Pond Reservoir. The water is filtered and treated at Fresh Pond and then pumped to the Payson Park Reservoir located in Belmont via a 40 inch pipeline. The elevation associated with the Payson Park Reservoir provides the hydrostatic pressure head to meet the pressure requirements for the City's distribution network. The backbone of the City's distribution system exiting the Payson Park reservoir consists of 2-40" diameter pipelines.

The distribution system is made up of approximately 180 miles of water mains ranging in size from four inch to forty two inch. There are over 1,750 fire hydrants, 4,500 valves, 18,500 valve boxes and 14,000 services.

A large percentage of the distribution system consists of six inch cast iron mains, many of which were installed before 1900. There is approximately fourteen miles of ductile iron pipe that was installed after 1965.

Transmission and Distribution receives approximately 4,500 customer service calls annually that deal with a variety of issues ranging from water quality issues to water outages.

The following table summarizes work completed this year.

Category	Units Completed
Meters Installed/Repaired	641
Leaks Repaired/Checked	343
Services Installed/Replaced	241
Hydrants Replaced/Repaired	388
Hydrant Flow Tests Performed	44
Valves Installed/Repaired	69
Water Shut-Offs	460
Inspections/Markouts	578
Outside Readers Installed	400
Water Main Taps Made	35

Engineering and Program Development

The Engineering Division consists of three resources and is responsible for implementing a cross connection control program, overseeing capital improvements, issuing permits, maintaining maps/records, performing distribution system modelling/replacement, overseeing construction projects, such as the proposed construction of a new Water Treatment Facility, coordinating with other City Departments, providing interdepartment support services, and assisting with leak detection activities.

The focus of the Cross Connection Control Program is to protect the public water supply from contamination associated with cross connection to nonpotable water systems such as cooling towers, chemical processes, hydronic heating systems and laboratories. The cross connection program started in December of 1989 with one person and 129 devices requiring testing on a semiannual basis. Presently, we have two dedicated resources responsible for testing more than 1500 devices throughout the City. It is estimated that by the end of 1996 we will have nearly 4000 devices that will require testing.

As for Capital Improvements, the Prospect Street water main replacement project was completed. This consisted of replacing 3800 feet of 6", 100 year old pipe with a new 12" main. Also, the Huron Avenue water main replacement project was initiated this year. This project consists of replacing about 5000 feet of 100 year old 6" and 8" pipe. This work is expected to be completed in early '95. Also completed was the Follen Street water main that involved replacing about 700 feet of 100 year old 6" pipe with a new 8" main. Both, the Huron Avenue and Follen Street projects were worked on cooperatively with Public Works. This cooperative effort immediately resulted in increased efficiencies in the utilization of City resources.

A Distribution System Analysis was completed. The outcome of the study recommended the replacement and/or rehabilitation of about 100 miles of piping throughout the City. In FY95 we plan to accelerate our water main replacement program and embark upon an aggressive 25

year distribution system rehabilitation program.

The Water Department Facility completed a conversion from oil to natural gas. This included the removal of three underground oil storage tanks this year. The heating system, was also replaced. Also, eleven aging overhead doors were replaced.

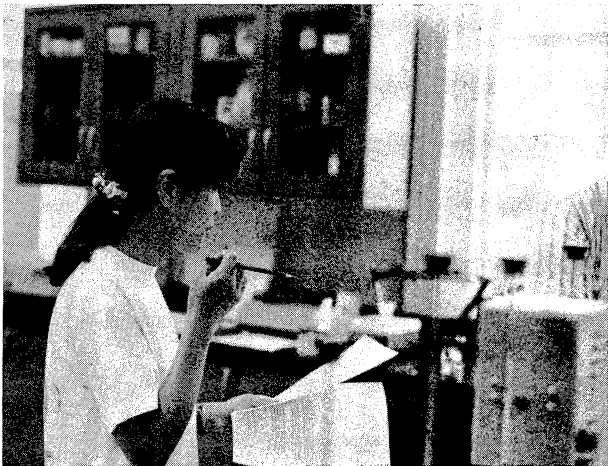
A study on the Stony and Hobbs Brook Reservoirs Facilities was also completed. This included evaluation of the dams, spillways, emergency overflow structures and an emergency action plan. The recommendations associated with this study will be budgeted and planned for in the future fiscal year.

With regard to the Future Water Treatment Facilities, critical studies have been completed which now allow us to proceed into the design phase of our treatment facility. This included the Treatability Studies and the first phase of the Conceptual Design Studies. The treatability work defined the various processes that effectively treated our raw water. The conceptual work initiated the site studies to narrow the list of potential locations where we could locate our future facilities. This list was reduced to a few sites around Fresh Pond and strongly suggested this existing site.

We initiated the second phase of the Conceptual Design Studies this year. The goals of this work are to select a primary site with a backup; to develop a conceptual design for the treatment plant and maintenance facilities; and establish a construction cost.

The overall future treatment facilities schedule is shown below.

Conceptual Design Phase II	May	'94 -	Feb.	'95
Final Design	April	'95 -	April	'96
Construction Bidding	April	'96 -	Sept.	'96
Construction	Sept.	'96 -	March	'99
Full Operation	March	'99		



Qingwen Zhu, Assistant Water Quality Supervisor, checking data from the water treatment process.

Library

Community Service

"The Cambridge Public Library is excellent - in keeping with all expectations of an accessible and helpful public library. The staff is uniformly helpful, knowledgeable, and courteous." So wrote Olivia O'Neill in a customer satisfaction survey conducted during National Library Week. Customer satisfaction is evidenced by another year of continuing growth in community use of the Cambridge Public Library. FY94 was the busiest in the 141 year history of the Cambridge Public Library with circulation increasing 63,272 over FY93 and reflecting a 32% increase in library use since FY90. A staff dedicated to providing excellent service and struggling to meet the ever increasing public demand for library services is succeeding by all measures to do both.

The most astonishing growth system-wide has been in children's services at the Main Library which has more than doubled in the past ten years. From the bustling Children's Room, almost 200,000 books a year are circulated by 4 staff members. In her survey response, Gretchen Friesinger wrote, "Our family loves the library. The collection is great -- we almost always find what we're looking for; the librarians could not be better."



Lyle the Crocodile and friends at the Night of 1,000 Stars Read Aloud.

The annual summer reading program 20,000 Reads Under the Sea exceeded all expectations. Over 1200 children read more than 16,000 books during July and August, shattering the previous high of 560 participants. All participants were honored in their schools with a certificate of achievement and a paperback donated in their honor by the Cambridge Partnership for Education. In a letter to the Cambridge TAB, Amanda Cochrane wrote:

"I had a fun and busy summer..... When I came home my mother told me that I won a coloring contest. I won the grand prize, a new bike.... But the best thing I did all summer was joining the 20,000 Reads Under the Sea reading club at the library. I read 52 books and put 52 jewels in the treasure chest."



Neighborhood children watching puppet show at Valente Branch.

The ability to absorb growth in all areas of library use is predicated upon the increased productivity of library staff members of every level in all departments and branches. Since FY80 library circulation has increased 71% while staffing has decreased 10%. The average circulation per staff member has doubled to 14,025 which is 2,432 more than the state average. The unabating acceleration of library use challenges the library's capacity to continue absorbing such growth with stagnating resources.

Community Feedback

In a random survey of 500 residents (ages 14+) from every neighborhood:

- 74% had used the library during the past year;
- 90% agreed that the staff was helpful in assisting them;
- 64% use the library at least once a month;
- 25% spoke Spanish at home;
- 25% spoke French/Kreyol at home; and
- 11% are dialing into the library's computer system from home or office.

Customer dissatisfaction with the size and scope of the audio-visual collection: books-on-tape, international language instruction, and children's videos will be addressed in the next fiscal year, although with limited funds dramatic improvements will be difficult.

Participating in the National Library Week Libraries Change Lives essay contest, Cambridge residents demonstrated how the Cambridge Public Library affects their lives:

"I guess what I'm saying is the North Cambridge Library is a second home to me, and the people it contains, are a second family. No matter what I do in life, or where I go, I'll always remember this place of caring, wisdom, and most of all, friendship."

Dave Madan, Peabody School

"The thought of the library changing a life may not sound so stimulating to some students today, but just to go beyond one's level of achievement by opening the mind to new things is interesting to me. What it all comes down to is that being able to learn and have fun at the same time can really happen, only if one knows how. Go to the library!"

Sylvia Cabral, CRLS

"What I learned at the library helps me a whole lot. The reason is that I never got the opportunity to learn what I am getting today. I am now learning to write better and more importantly I can write letters about various events that have been published in the **Cambridge Chronicle**.... Going to the library also gives me the opportunity to meet other people from different backgrounds and cultures where we share ideas and different views on matters of interest."

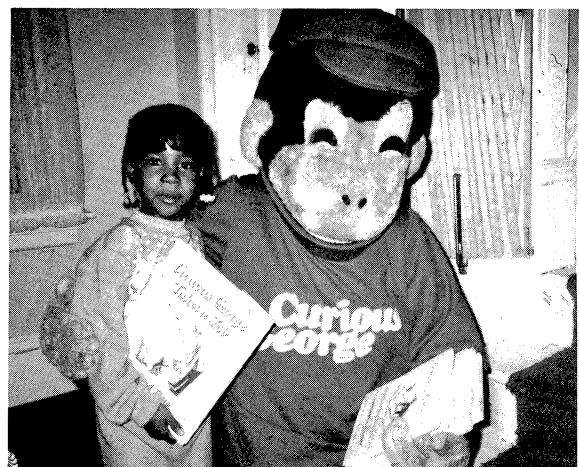
Leonard Waters, Cambridge Public Library Literacy Project

"In my adult years after I got married and had several children, I started losing my hearing.... It has been a hard time for me at times so thank God I went to the library and read all kinds of books they loaned me.... The Library has kept me from becoming seriously depressed."

Violet Jackson

Community Connections

Through the generosity of Harvard Real Estate, Inc. the Cambridge Public Library was able to purchase additional books to support the outreach program to families living in homeless shelters. Over 200 books were donated as part of the kick-off event for the Shops at Harvard Yard. These books were distributed for general use by all shelter residents and additional books of his/her own. Thanks to the cooperation of Houghton Mifflin, Curious George visited every shelter and each child was presented with a copy of **Curious George**. Volunteers and library staff members continue to conduct weekly story-times and sing-alongs in each shelter to promote reading and library use for all family members.



Curious George visits the Hildebrand Family Shelter.

In a collaborative project between The Center for Civic Networking, Continental Cablevision, MIT, the City

of Cambridge, Apple Computers, Counterpoint Publishers, and the Internet Company, the Cambridge Public library became the first site in the nation to provide Internet access via cable technology. With a connection and staff training donated by Continental Cablevision, equipment donated by Apple Computers, community data input by MIT, the Center for Civic Networking, and the City of Cambridge, library users now have access to electronic information resources from all over the world. Volunteers have trained over 100 library users to navigate their way through the overwhelming number of resources available on the Internet. City government information, thanks to donated computer space and volunteer data entry from MIT's Artificial Intelligence Lab, is now available to all via the Internet.



Reference Librarian Susan Ciccone demonstrates the Library's Internet System to Edgar Dworsky of the Massachusetts Department of Consumer Affairs and an unidentified library patron.

The Haitian Studies Association and the Cambridge Public Library were awarded a grant from the Massachusetts Foundation for the Humanities to present a Haitian author series. In a bi-weekly series, noted Haitian writers and scholars met with readers to discuss the literary, social, and political aspects of six important works of Haitian literature.

The Cambridge Public Library Literacy Project brings together volunteer tutors and adults seeking to learn to read and write. In an expansion of the original program for adults only, Tutoring Plus provided volunteer tutors for the children accompanying parents who attend the Cambridge Public Library Literacy Project at the Central Square Branch Library. This collaboration reinforces the importance of family literacy and hopefully provides assistance before children have reading problems.

To help new immigrants acquire familiarity with American banking and home ownership, and Valente branch Library, in cooperation with the East Cambridge Savings Bank, offered a series in Portuguese and English on basic banking principles and home buying.

The North Cambridge Branch Library's Women in Documentary Film Series was honored to present Margaret Lazarus whose film *Defending Our Lives* won an Acade-

my Award.

Community Resources

The Reference Department introduced a new CD-ROM based information system, *Proquest* to library users. *Proquest* provides access to over 200 magazines in addition to full text coverage of *The New York Times*. A special feature of the system is the ability to reproduce articles in a "full image" format, including photographs and other illustrations.

Just-a-Start held the kick-off event for the construction of affordable housing on 7th Street at the East Cambridge Branch Library. Coincidentally one of the fortunate buyers of the completed homes learned of their availability at the East Cambridge Branch Library.

The Larger Community

Mayor Reeves presented acclaimed actor James Earl Jones with a key to the City when he came to CRLS as part of the Cambridge Public Library Author Series. Mr. Jones read from his recently published autobiography to a capacity crowd. He generously gave time and advice to CRLS drama students in a private meeting following his formal presentation.

Other notables in the author series included: Margaret Atwood, Cornel West, Robert Olin Butler, Gita Mehta.

The Central Square Branch Library was awarded a grant from the Massachusetts Foundation for the Humanities to conduct a reading/discussion series *Different People, Different Places*. The series focused on the encounter between Europeans and Native Americans from a "discovery" until today.

The Library Community

City Manager Robert W. Healy appointed Ms. Janet Axelrod to the Board of Library Trustees. Ms. Axelrod brings to her new position expertise in personnel management and fund-raising.

Ms. Marian Hampton joined the library staff as Associate Director for Public Services. Ms. Hampton was most recently employed by the New Jersey Institute of Technology and has an extensive background in academic, special, and public libraries both in the U.S. and Japan.

Library Analyst/Archivist Donald York was honored by the City with the first Outstanding Employee Award. A library employee for 30 years, Mr. York exemplifies the best in commitment, dedication and library service.

Community Library

The Cambridge Public Library has the unique role of serving the informational and educational needs of all members of the community, regardless of age, ethnic background, level of education, or economic status. While good collections are essential for providing high quality library services, it is the skills, dedication, and hard work of the staff that makes a library truly exceptional. By both quantitative and human measures the Cambridge Public Library succeeds at carrying its mission to serve. Here's what the people have to say:

"I love the Central Square Branch of the CPL. The staff is terrific and the place is open and comfortable."

Joanne T.

"I am very pleased with the performance of the CPL. Their staff and service are top rate."

John Carrabino

"This library is a gem! I am a habitual and appreciative patron of the Boudreau branch for my work as a children's author and education writer. I use it for my daughter and applaud the special programs for kids. The staff is completely first-rate - helpful, friendly, and knowledgeable. Kudos to them!"

Eric Arnold

"The East Branch staff creates the most attractive and encouraging atmosphere imaginable....libraries are my mainstay and the stuff of my hopes."

J. Solet

"I visit the (Mt. Auburn) library nearly daily to read the newspapers and sometimes take out books. I revere the role of libraries in a healthy community. With so many distractions today diverting children from reading, they deserve a librarian with zest, a personal touch, and a friendly smile to encourage them."

Fred Small

"The People of the Valente Branch Library are very nice and helpful."

Mareo Paulo Medeiros

"A superb small library (North Branch) and a divine staff. A neighborhood treasure."

John Hildebidle

"I use the library (Mouth Auburn, Main, Boudreau) for many things: research for my job, problem-solving in daily life and pleasure reading for myself and my children. I always feel the library staff is innovative, helpful, resourceful, supremely competent, generous, and 'cutting edge' in their attitude and service."

Bebe Nixon

SERVICE STATISTICS SUMMARY FISCAL YEAR 1993-94

	FY93-94	Change From FY92-93
Circulation		
System Total:	963,411	+ 63,272
Adult	633,292	+ 31,696
Children	330,119	+ 31,486
Reserves Filled		
System Total:	39,712	+ 8,394
Registered Borrowers		
System Total:	39,712	+ 8,394

Programming

System Total:		
Programs	3,398	- 205
Audience	71,753	- 1,104
Adult:		
Programs	693	+ 34
Audience	13,813	- 32
Community Loan Films:		
Programs	87	- 2
Audience	2,716	+ 133

Additions to the Collection

System Total:	26,331	+ 1,737
By Purchase	24,726	+ 2,762
By Gift	1,605	- 1,025

Total Collection (including non-print) 477,697 + 13,325

Health and Hospitals

The Department of Health and Hospitals works to protect and improve the health of the people of the Cambridge community, and oversees all city-operated health care programs and treatment facilities. The Commissioner of Health and Hospitals provides overall leadership for the Department, and sets policy in conjunction with the Cambridge Health Policy Board.

The importance of the collection and use of *health data* grows yearly. The necessity to understand the characteristics of the Cambridge population is essential in targeting programs and resources in the most effective ways to improve the health status of Cambridge citizens.

The Department remains engaged in *community health assessment* based on the ASSESSMENT PROTOCOL FOR EXCELLENCE IN PUBLIC HEALTH (APEX/PH). The APEX programs are used as a base by the Health Policy Board's Public Health committee for determining and reviewing priority health issues in Cambridge. The ranking of the priorities by the Board is increasingly used by the Department, including The Cambridge Hospital, as direction for allocation of resources.

Other priorities of the *community assessment process* include immunization of children under age two years, the issue of HIV and sexually transmitted diseases, prenatal care, substance abuse (including tobacco control), teen pregnancy, elder care, and improvement of the health status of men of color.

The Department continued to expand its data collection and analytic capacities with the installation of a computerized epidemiological mapping program and online access to the Centers for Disease Control data base (CDC WONDER). At the same time analysis and planning for upgrading the entire information system of the Department and TCH are well underway.

Smoking remains the primary cause of preventable deaths in the United States. The Department received two grants totalling (\$214,000) for which it applied last year from the Massachusetts Department of Public Health Tobacco Control Program. One grant focuses on review of tobacco control ordinances in order to recommend change for improvement in the current Cambridge ordinance and for educational efforts. The other grant focuses on prevention efforts in the elementary schools and on enhanced school health services. The Teen Health Center also has a grant for prevention and educational purposes. The recognition that teenagers are the population that has the greatest number of new smokers indicates the need for strong prevention, educational efforts in that group.

Cambridge continues to have one of the highest number of cases of *AIDS* (254) in the Commonwealth. In addition to the existing programs to reduce transmission of the Human Immunodeficiency Virus (HIV), Cambridge Cares about AIDS, in connection with a similar effort in Boston, established and implemented a needle exchange program in Cambridge.

An *air quality* concern regarding restaurant cooking smoke, combustion products and odors was the subject of inter-departmental review, a series of meetings with citizens and a commissioned study on neighborhood air quality. A number of recommendations have been accepted by the restaurant to control the problem.

Impetus for various *ordinance reviews* have come as a result of changes in the times in three areas. One on the Tobacco Control ordinance has been mentioned above. A second on Ozone Depleting Chemicals took place as the result of changes in the Clean Air Act of 1992 and resulting increase of control on such substances by the EPA. The EPA changes seem to include and go further than the Cambridge ordinance. This review continues. The third was a review of the status of the massage ordinance of 1979 (Chapter 5.40 of the Cambridge Municipal Code) which does not address the relatively new practice of massage therapy. As part of an increased emphasis in health care on health promotion and prevention, professional therapeutic massage has gained new acceptance as a valuable component of a complete health care package. The field of massage therapy has grown enormously over the past twenty years, as has the standard of educational and training requirements for entry level massage therapists for certification by national and recognized agencies.

Community programs involving *joint efforts and cooperation with other initiatives and departments* include work with the Health of the City program, a partnership between Harvard Medical School and the City of Cambridge. This program focuses on selected city health needs. The two major Task Forces are the Men of Color Task Force and the Healthy Children Task Force. This latter Task Force also works with the Cambridge Kid's Council as does this Department. During the year the Men of Color TF benefitted greatly from the work of an energetic coordinator resulting with greater awareness of the easy access of Department health facilities for men of color and greater use of those facilities by them. The Kid's Council has obtained a grant which has moved it closer to one of its goals of establishing a school based family center.

Other cooperative, community arrangements include continuation of the work of the Department with the

Cambridge Local Emergency Planning Committee (LEPC) and its Hazardous Material Task Force. The Inspectional Services Department has been an enthusiastic and effective partner in a variety of areas from work with the LEPC to to inspection issues around the restaurant study noted above to work in the Cambridge Rabies Control Plan and in the work of the Tobacco Control grants as well as in the review of the ordinances noted above. Much of the work noted here has also benefitted from coordination with the City Environmental Program. The department continues to work closely with the School Department through the School Health Task Force, the School Health Department and the Immunization Program. Public Health Nurses almost by definition work with many of the city public and private agencies.

Health Policy Board

This Board, established under city ordinance, works with the Commissioner, the Administrator of The Cambridge Hospital and with the Administrator of the Neville Manor. It meets monthly as a full Board. Much of its work is done through its subcommittees. One is The Governing Body of The Cambridge Hospital which through several subcommittees provides policy direction and serves the monitoring, accountability and regulatory functions mandated through state, federal, and inspecting agencies such as the Massachusetts Department of Public Health and the Joint Commission on Accreditation of Healthcare Organizations. Another is The Governing Body of Neville Manor Nursing Home which serves similar functions at Neville Manor. A third is the Public Health Committee which looks at overall public health issues in Cambridge and which has increasingly taken the lead in identifying priority health issues in Cambridge through the APEX process described previously. The Committee has works closely and productively with the Health of the City program.

Community Health

The Executive Director of the Cambridge AIDS Programs organizes the city-wide AIDS effort which is spearheaded by the Cambridge AIDS Task Force, originally appointed by the City Manager in 1987. The goals of the Task Force and the Executive Director are to create a comprehensive, city-wide approach to the AIDS epidemic. This involves insuring that affordable comprehensive medical care is accessible for all Cambridge residents who are living with HIV infection as well as developing education and outreach efforts to prevent any further infection of Cambridge residents.

Cambridge Cares about AIDS (CCAA), a non-profit organization, was created in 1988 to develop funding and programs to address the goals of the Task Force. Under the leadership of the Director of AIDS Program, CCAA has developed a Client Service Program and the Multicultural HIV Prevention Project. CCAA Client Services provide a continuum of care for people who are HIV infected including comprehensive case management, a meal delivery program, transitional housing for men and women, a child care drop-in program for HIV infected women, support groups, legal services and a buddy program. The Multicultural HIV Prevention Project provides a variety of

educational models aimed at informing individuals of the impact of HIV infection on their lives and the tools and techniques available for preventing infection.

The health policy board geriatric task force is continuing to review geriatric programs at the Cambridge Hospital and in the community in concert with TCH Geriatric Division. The social worker participates in Geriatric Division meetings and the planning process with an eye to integration of geriatric programs and services throughout our entire system. Representatives of most Cambridge agencies serving the elderly through the Cambridge Geriatric network retreat identified two areas needing work in the coming year. Those areas are access to comprehensive information and a simplified system for entitlements. Community health will assist in these upcoming projects.

The Community Health Department Social Worker coordinates outreach services to older adults in Cambridge who have problems related to or arising out of their health needs. In this position, the social worker offers direct service and psycho-social assessments of elderly in their own homes and sets up ongoing treatment plans. Often this population is frail and isolated with multi-service problems and is in need of a coordinated effort by several caregivers to help maintain an independent life style. The social worker offers on-going consultation and services to numerous community agencies. Supervision is provided to the Cambridge Hospital house calls social worker and the elder cooperative housing coordinator.

Public Health

The Department of Public Health Nursing investigates each occurrence of communicable disease reported to the Health Department. Opportunities are sought to educate individuals, schools, daycares and worksites to prevent recurrence of these transmissible diseases. This year, an updated communicable disease reporting card has been developed. The card requests demographic information to assist the nurses in disease control activities. A communicable disease data base is in development, which will permit community surveillance and more targeted prevention work.

Vaccine distribution to Cambridge health care providers is accomplished through this office. All child, and many adult vaccines (including influenza) which are purchased by the Massachusetts Department of Public Health will soon be tracked locally using software furnished by the Centers for Disease Control. Increased vaccine accountability is crucial to ensure continued funding for this public health program. The Department coordinates annual Fall "Flu Shot" clinics held throughout the city, and targeted toward senior citizens and other high risk persons. This year, 8100 doses of influenza vaccine were administered at these community-based clinics.

Careful case-management of each individual with active tuberculosis ensures excellent medication adherence and completion of treatment rates. Three TB clinics each week at The Cambridge Hospital are well-attended. A monthly satellite TB clinic at the high school was added this year for the convenience of students there. The public health nurses see between 150 and 200 persons each month to assess tolerance of and adherence to preventive tuberculosis therapy.

Refugee/new arrival health assessment, parochial school health, shelter-based assessments and clinical services are important aspects of the department's work with the community.

Linkages with community-based programs have been emphasized this year: needed outreach activities, clinical services, and program development to meet changing community needs have been launched. These include the TB preventive therapy clinic at the high school, current development of a parent-child home visiting program which emphasizes health and anticipatory guidance, and an increased number of home visits for all programs. A public health nurse activity form is under development to assist in quantifying and categorizing the types of activities the nurses are involved in.

Environmental Health

During this year the staff in conjunction and cooperation with other municipal departments has continued to monitor hazardous materials activities and incidents. These activities complement state activities as their resources are limited.

Household Hazardous Waste Collection days continue to be conducted semi-annually. The efforts of and cooperation among several municipal departments allow these collections to be conducted successfully with greater community participation.

The revision of the recombinant DNA ordinance in Fiscal 1993 was undertaken to streamline and update the ordinance to reflect current knowledge and practices in the biotechnology field without sacrificing safety aspects or monitoring functions. This recent effort has proven successful as the Department and the Cambridge Biosafety Committee oversee over forty permitted companies and institution with more permit applications expected.

Commissioner of Laboratory Animals

The care and use of laboratory animals in Cambridge is regulated by Ordinance #1086. This ordinance establishes the Office of Commissioner of Laboratory Animals (CLA) to oversee care and use of laboratory animals in the City of Cambridge. Presently there are twenty nine (29) laboratory animal facilities in Cambridge.

Tobacco Control Program

The Cambridge Tobacco Control Program of the Department of Health and Hospitals, funded by a grant from the State Department of Public Health got under way in December. In this first year of operation the Program staff have worked in conjunction with other community grantees in Cambridge on projects that ranged from community education through health fairs and special events, to smoking cessation groups, a survey of Cambridge business to determine the need for tobacco policy and cessation education at worksites, responding to complaints about smoking in public buildings and restaurants, and drafting proposed changes to the present Cambridge tobacco control ordinance. Among the community education materials produced are the Guide to Smoke-Free Dining in Cambridge and a guide to Smoking Cessation

Programs in Cambridge.

School Health Services

For the 1993 - 1994 school year, there's been continued analysis of the health needs of the Cambridge School population.

Activities have include:

Computerization of immunizations of all kindergarten students and newly entering students.

Implementation of new state guidelines for unlicensed personnel who dispense medication to students during school hours. These guidelines are specific to the dispensing of both OTC and prescription medications. This medication program is under the direct supervision of the school nurse.

Collaboration with health of the City Nutrition Task Force.

Tuberculosis Control Program

For the past fifteen years the Department of Health and Hospitals has cooperated with the Massachusetts Department of Health in providing tuberculosis services for the residents of Cambridge, Somerville and the surrounding area. Specifically, the program aims to prevent the transmission of tuberculosis by assuring that patients complete their therapy. In this way patients are rendered non-infectious, and transmission ceases. In addition, contact investigations around identified cases identify secondary infections and offer preventative therapy. Finally, persons in the community who are at high risk for tuberculosis are screened for infection and are offered preventative treatment in accordance with current standards.

The heart of the Cambridge Tuberculosis Control Program is its outreach capability, staffed by five well trained public health nurses, supplemented by a bilingual/bicultural outreach worker, and a bilingual/bicultural clerical worker. The nurses and outreach workers assure completion of therapy through home visits, supervised therapy, and regular clinic visits. The clinic is the other major component of the program, staffed by the same public health nurses and ancillary staff is well as by three experienced physicians. The clinic meets three time a week, attempting to cover morning, afternoon, and early evening hours.

In addition to the resources specifically associated with the TB program, the program benefits through access to Cambridge Hospital's extensive interpreter service, its neighborhood health centers, its HIV (Zinberg) clinic, its detox program, its mental health services, and its community health-oriented philosophy. The administration of Cambridge Health and Hospitals is dedicated to serving its community.

NEVILLE MANOR

Neville Manor is a 179 bed nursing home, which serves adults from Cambridge who are in need of health care services, including long term care and rehabilitation. We provide many services to residents, including nursing; physical, occupational, and speech therapy; recreational

therapy; social services, dietary services, and related clinical services.

In FY94, the governing board and staff of Neville Manor took enormously important step in beginning a strategic planning process. The purpose of this process is to help Neville Manor to thrive in the rapidly changing health care environment. Our goal is to understand how we can best meet the needs of Cambridge residents, and to do so while remaining financially viable.

Even before beginning the development of a strategic plan, the roiling forces in health care are having an impact on the services we provide. During FY94, Neville Manor has been admitting residents with more health care needs than in the past. Neville Manor is now admitting residents who have tracheostomies, severe decubitus ulcers, and respiratory problems. We have also begun admitting residents with extensive needs for Physical, Speech, and Occupational Therapy, and have increased our staff in these areas to meet this need. In the near future, we will be admitting residents who need intravenous therapy.

These changes are happening within the context of a health care system in which the pressure is increasing to reduce costs. Consequently, many people who would at one point have been treated in a hospital are now being cared for in nursing homes, and those who were treated in nursing homes are now receiving home-based services. These changes pose an enormous challenge to Neville Manor, which we have begun positioning ourselves to meet.

In order to prepare ourselves for this future, we have also been strengthening the foundations of our care and services. We have instituted primary nursing assistant assignments in the past year. This means that each resident is cared for by the same nursing assistants indefinitely. In this way, the nursing assistants and residents develop a closer relationship, which improves the continuity and quality of care for the resident, and the quality of the work experience for the nursing assistant.

The physical plan of Neville Manor has also been enhanced in the past year. We have replaced all of the windows in the building, installed a new roof, and replaced the old front door with electric doors, which open automatically. Each of these changes has enhanced the safety, comfort, and aesthetics of the building for the residents. We have also begun an extensive painting program within the building to brighten the interior.

Neville Manor has an amazingly rich diversity of cultures within its work force and residents. In FY94, we began to celebrate our multiculturalism with monthly celebrations of many of the cultures represented by residents and employees. Members of each culture celebrated have brought in food, art work, music, literature, videotapes, photographs, and clothing to educate their fellow employees and the residents about the unique attributes of their culture.

Neville Manor is fortunate to have a strong supporting group in The Friends of Neville Manor. During the past year, the Friends store has continued to expand and is well loved by residents and staff alike. The Friends have also begun an ambitious plan to raise money to develop a park in front of Neville Manor for the enjoyment of the residents.

Neville Manor continued to receive recognition for the quality of its services. Two Neville Manor employees

won statewide awards this past year. Sheila Dillon, Recreational Therapist, won the Best LIFE Spirit award from Living is for the Elderly (LIFE), for her development of a peer counseling program among residents. The residents who participate in this program receive training on supporting and listening to other residents, and are particularly helpful at welcoming new residents to Neville Manor.

In addition, Paul Hollings, Administrator, was presented with the Secretary's Award by the Massachusetts Executive Office of Elder Affairs and the Long Term Care Ombudsman Program. The award is presented annually to a nursing home employee who "exemplifies the best in providing for residents' quality of life and care." While this award was given to one person, it actually reflects the quality of care and the continuous improvement that is being made every day by all Neville Manor employees.



Nurse Manager Rose Balog with Elizabeth Seirito, 83, at the Neville Manor Nursing Home.

THE CAMBRIDGE HOSPITAL

The City of Cambridge's Public Hospital

On June 1, 1917, Cambridge's first City-owned Hospital opened its doors to patients. The spirit in which the Hospital was founded will always be the heart of the Hospital's mission. Newspaper articles from 1917 describe the City as a melting pot with residents hailing from all corners of the globe. The Hospital was founded to serve all residents of Cambridge, our immigrant populations, blue collar workers and professionals, children and the elderly, and today it continues to serve all people in this diverse city.

The Cambridge Hospital (TCH), a 170-bed full-service hospital owned by the City of Cambridge and affiliated with Harvard and Tufts Medical Schools, is an outstanding example of a unified health care network. Going beyond the provision of direct medical care, the hospital displays its utmost commitment to improving the health status of its community through its innovative and nationally recognized programs.

Serving A Diverse Patient Population

Our patient population is diverse from socioeconomic and demographic perspectives. More professional parents and families, and city employees have learned of our excellent reputation and have utilized their city's hospital. In recent years, the majority of our patients have been Cambridge residents who enjoy the convenience of the neighborhood health centers and Hospital based services. In FY94, TCH served more patients than ever before in its history, with patient visits rising from 178,354 in FY93 to 209,914 in FY94, an increase of 8½%.

The Cambridge Hospital will care for you whether you are insured or not. It is our goal to break down barriers to health care and to keep our patients healthy. We have expanded the insurers that we contract with and now accept Bay State, Blue Choice, Blue Cross Indemnity Plans, Delta Dental, Harvard Community Health Plan, Healthcare Value Management, HMO Blue I & II, Medicaid Managed Care, Multiplan, Neighborhood Health Plan, Tufts Associated Health Plan, US Healthcare and most major plans. If you need free or reduced cost care, please consult with the provider of your choice at any of our neighborhood health centers or at the ambulatory care centers located on the Hospital's main campus.

Building On Our Strength

The Main Campus. TCH is planning for a healthy future with a new building for ambulatory care services and renovations of existing facilities. The City Council approved the \$40 million expansion project in FY93, and in FY94 approved an additional \$10 million increase. The additional space will allow the Hospital to provide for its growing patient base, particularly in ambulatory care where 45% growth is anticipated during the next eight years. The expansion will include a women's health center, a modernized emergency department, larger patient rooms, and site and landscape improvements which will make the hospital more aesthetically pleasing from all sides.

The architectural team of Payette Associates and Warner Associates, the community, and TCH staff have worked cooperatively in the last year to develop a design that meets both the hospital's and the neighborhood's needs. A permanent perimeter oversight committee will ensure excellent maintenance of the property's boundaries. An extensive Traffic & Parking study has been conducted by a consulting firm to review the impacts of the hospital's facilities improvements on the neighborhoods and to make recommendations for improvement. The loading dock will be screened to reduce noise and smaller delivery trucks will keep disruption to a minimum. The new facility will be designed to provide patients with easy access to all departments, and to be respectful of our neighbors.

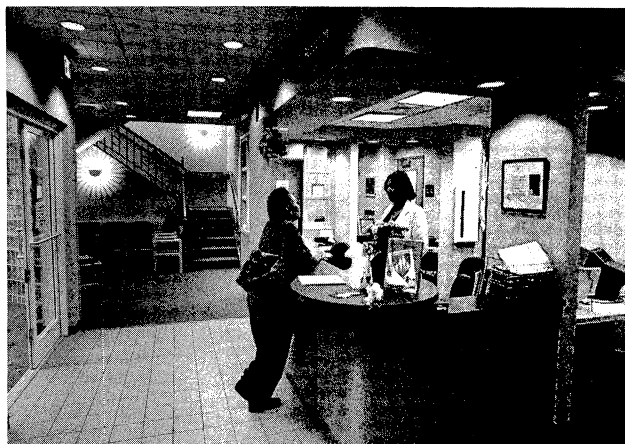
The Birth Center. Planned for location in a Victorian house next to TCH, the new Cambridge Birth Center will be the first out-of-hospital birth center in the Metro Boston area. It will offer a safe alternative for women with uncomplicated pregnancies. TCH's Nurse Midwives will provide full midwifery care for labor and birth in a comfortable home-like setting with timely access to the Hospital for full medical backup. The Nurse Midwives have received national recognition for their services to the community and their personalized, professional care. Five

attending obstetrician/gynecologist are available for consultation as needed.

The Senior Health Center. This new addition to the Neighborhood Health Center system will provide services to our city's elders. It will be housed in a multi-purpose City Senior Center located across the street from City Hall at 806 Massachusetts Avenue. Several Cambridge agencies will come together under one roof to provide seniors with a pleasant, warm and supportive setting. In addition to TCH's Senior Health Center, this building will house the Visiting Nurse Association, Elderlink program and will have space available for art, entertainment and social gatherings. Expanded programs anticipate accommodating more than 100,000 visits a year from the City's elders. The TCH Senior Health Center will be staffed with providers experienced in geriatric care and they will be complemented by the experience and support of all of the agencies joining hands to make this Center work for the City's seniors.

Delivering Care Where You Need It Most--In Your Neighborhood

In addition to the wide range of inpatient and outpatient services available on the Hospital's campus, TCH has extended its walls throughout the community. Healthcare services can be accessed through the Hospital's neighborhood health center system, and in the community's schools, community centers, shelters and people's homes. The network of health centers located in the Cambridgeport, East Cambridge, North Cambridge, Riverside, and Windsor Street neighborhoods provide Cambridge residents with access to primary care services for women, men, seniors, children and adolescents. Mental health care and social services are also available through the centers. The neighborhood health center system is staffed with multicultural and multilingual employees. The Teen Health Center, located at the Cambridge Rindge and Latin School, provides primary medical care and school health services for adolescents. The new Riverside Health Center, located on Western Avenue, offers a full array of primary care medical services and is home to the Men of Color Task Force and the Haitian Mental Health Team. A new senior clinic will be part of the city-wide senior center which is scheduled to open in 1995.



The new Riverside Health Center, located on Western Avenue, provides its diverse neighborhood with a wide range of health care services in a beautiful, state of the art facility.

In the past year, several new services have been developed in response to our community's health issues. They include:

Elder Service Plan. The Elder Service Plan of Cambridge (ESP) is a comprehensive health plan for the frail elderly which allows elders to stay at home instead of going to a nursing home. It is covered by Medicare and Medicaid. The multidisciplinary ESP team is located at the ESP Day Health Center, and manages the broad range of health, medical, and social services provided by the plan, including: medical, dental, eye care, prescription drugs, a full schedule of social activities, speech and physical therapy, podiatry, audiology, nutritional counseling, family support and if needed, housekeeping services and meals at home.

Neighborhood Health Center Outreach Program. The Neighborhood Health Center Outreach program is underway and now includes a staff of about fifteen members. The outreach workers are multilingual and are based at several different TCH programs. The purpose of coordinating services such as the Breast Health Initiative, the Men of Color Task Force, the Multidisciplinary AIDS program, and Violence Prevention, among others, is key to improving patient's linkages with primary care providers. The outreach team has participated in local events such as fairs, church socials and recreational events for all ages, including a successful health care prevention campaign for youth which took place at the MDC pools over the summer. This dedicated group of on-the-street staff also gives vital feedback to TCH about the community's most pressing health care needs.



Riverside physician Duane Smith, MD, and Executive Director of the Men of Color Task Force Jeffrey Beard, are "making the rounds" in the Riverside neighborhood.

Men of Color Task Force (MOC). This program is based in the Riverside Neighborhood Health Center and is a collaboration between The Hospital's Department of Medicine, the Mayor's Office, the Department of Public Health and Harvard Medical School. It has many components such as *Making The Rounds*, where the program's Executive Director is accompanied by minority doctors from TCH, and together they visit social centers, churches and housing developments. A goal of this program is simply to break down barriers that prevent men of color from receiving primary medical care. The increase in use of Riverside's healthcare services by men of color over the

last year is 54%. Plans for men-focused evening clinics, which will offer men an informal, comfortable forum for discussing health and social issues with local experts from TCH's network of collaborators, are underway.

Partnerships and Collaborations

In addition to providing a full range of services for patients, TCH is a leader of programs that benefit the larger community. Through these innovative partnerships, the City reaps the rewards of learning from this area's renowned academic institutions, political experts, health activists and community leaders. Together with our partners, TCH continues to improve the community's health status and to help shape model programs that can be replicated throughout the country.

Women's Health Gathering. TCH celebrated International Women's Day on March 8, 1994 by collaborating with the Cambridge Women's Commission to offer the first-ever Women's Health Gathering for health care advocates, representatives from community organizations and providers from T.C.H.'s women's health programs. Relationships were forged between providers and women's groups from around the state.



Mary Kearns, Manager of the OB/GYN Department, and Molly Clark, MD, of the OB/GYN Department pay attention during TCH's first Women's Health Gathering.

Bentley College Service Learning Project. Students from Bentley College in Waltham have contributed to a number of events and programs such as Child Care Center, the Women's Health Gathering, and ongoing projects in the Department of Planning & Marketing. As a result of this relationship, Bentley College chose Cambridge Rindge and Latin High School as a site for a new internship program.

Genes in Primary Care. A Continuing Medical Education course, for primary care physicians titled, *Genes In Primary Care—What You Really Need To Know*, was developed as a first-ever joint educational session of The Cambridge Hospital's Department of Medicine, Harvard Medical School (H.M.S.) and the Massachusetts Institute

of Technology (M.I.T.). The course brought together doctors, scientists, genetic counselors, patients, and sponsors from all over the world to bring frontline physicians up to date with the genetics revolution as it pertains to the daily practice of primary care medicine.



Primary care physicians from around the country get hands on experience in MIT's wet lab as part of the highly successful *Genes in Primary Care* CME course.

Recognition for Service. Several doctors, social workers, nurses and the Hospital's CEO received awards in 1994 for achievements in their respective disciplines. T.C.H. has a reputation for solid team work and a supportive environment that brings out the very best in people. Everyone at T.C.H. shares in these recognitions which attest to the superb quality of patient care services delivered by T.C.H.'s multidisciplinary staff of providers.

John G. O'Brien, CEO received the CEO of the Year Award from A.H.A.'s Society of Planning & Marketing. This award is given to one CEO in the country who demonstrates excellence in strategic planning and who consistently communicates the mission, vision, and strategic plan to all levels of the organization. **The Cambridge Hospital** received the first annual President's Award from Amerinet Vector HealthSystems Valuquip Program in recognition of exceptional achievement in reducing purchasing costs of non-medical merchandise throughout the Hospital. **Edward Nardell, MD** was recognized by the Massachusetts Department of Public Health for his successful coordination and direction of TCH's Tuberculosis Control Program. **Linda Chin, MPH, Associate Administrator of Planning & Marketing** was selected as a fellow of the Healthcare Forum's Creating Healthier Communities Fellowship. **Paul Hollings, Administrator of Neville Manor**, was recognized by the Commonwealth of Massachusetts Executive Office of Elder Affairs and the Ombudsmen's Secretary's Award for his devoted work towards improving residents' rights at the Neville Manor Nursing Home. **Rose Goldman, MD** received the National Institute Environmental Health Sciences/Occupational Medicine Academic Award. **Judith Herman, MD** was recognized by the American Psychiatric Association's Manfred S. Guttmacher Award for her book, *Trauma and Recovery*.

The Cambridge Hospital Is Your Hospital

Through a multitude of community partnerships and with the support of City government, The Cambridge Hospital aims to serve you better every day. Our services are tailored to the community's needs and are most successful when you guide us in designing them. Your health status is our number one concern. When few lines divide how care is planned and delivered by a City government, health care workers and the community, a truly comprehensive healthcare network is born.

Human Services

The Department of Human Service Programs, formed in 1980 with the goal of "creating and coordinating services which enhance the quality of life for Cambridge residents," continues to respond to the changing human service needs of the Cambridge community with a mixture of directing services operated by the City, planning and technical assistance with local groups, and providing funds to agencies through service contracts. The Cambridge community is rich in programs and services available from municipal human services and from the many not-for-profit agencies. The City's Department of Human Service Programs alone offers far-ranging programs including Community Schools, Recreation, Youth Centers, Fuel Assistance, the Council on Aging, Adult Basic Education, Literacy, English as a Second Language, the Multi-Service Center for the Homeless, Haitian Services, the Substance Abuse Task Force, Tobacco Control initiatives, Child Care and an array of services purchased through community agencies. Community and governmental agencies provide services to every age group, including health care; counseling and mental health services; substance abuse prevention, intervention and treatment; economic assistance; food programs; housing; employment and job training; legal assistance; education; and specialized services for newcomers and minority linguistic communities.

Most human service agencies have funding from multiple sources including state, federal, United Way, municipal, private foundations and other private donations. Despite many agencies' diligent efforts, however, non-governmental funding has not increased nearly enough to make up for shortfalls. Some child care centers have closed, unable to survive the new fiscal realities. Most commonly, agencies have been forced to adapt their service methods and their programs to obtain funding from new sources or from old sources which have changed their requirements. With the guidance of the nine-member Human Services Commission, the City continues to offer financial and technical support to community agencies. Over the past three years, the City has committed substantial funds for the Food Pantry Network in addition to benefits outreach programs to help people obtain Food Stamps, WIC and Earned Income Tax Credit. Given the funding climate and the dramatic need for services, some agencies targeting linguistic minorities are pursuing new ways of working together. Last year the Cambridge Organization for Portuguese Americans (COPA) and the

Somerville Portuguese-American League (SPAL) merged into the Massachusetts Association of Portuguese Speakers (MAPS). A number of Haitian services organizations are considering co-location in Cambridge. Additionally, on December 15, 1993, Concilio Hispano became the City's new partner in offering to low-income residents interpreter services in Spanish, Portuguese, Russian, Haitian Creole, American Sign Language and possibly other languages on request. The ground-breaking for a permanent facility for CASPAR's Emergency Service Center on MIT land was a triumph in substance abuse treatment and sheltering. This year also marks the beginning of Tobacco Control initiatives funded out of the increased cigarette tax in Massachusetts.

Planning & Development

The staff of the Planning & Development Division continues to work with the Commission for Human Service Programs along with a number of other City departments and groups in the community to identify human service needs and to develop resources to meet these needs. Among the planning areas this year were youth service programs, educational services for homeless children, drug elimination activities for private subsidized housing residents, and violence prevention. The planning staff was instrumental in bringing together coalitions of interested parties for preparation of several successful competitive grant applications in these topic areas.

Nutrition programs were particularly emphasized, ranging from the Summer Food and Nutrition Program, to involvement in and funding of the Pantry Network. The Substance Abuse Task Force (SATF) completed its third year of operation with funding from the federal Center for Substance Abuse Prevention (CSAP.) Highlights of SATF activities included sponsorship of the first annual Latinos United for Prevention conference, attended by over 200 Latino professionals and others working in the field of prevention, and "Sign of the Times," a youth conference focusing on prevention issues. State-funded Tobacco Control initiatives within Human Services included Health Education for at-risk target groups, and Cambridge United for Smoking Prevention (CUSP). The Grants Management staff were extremely active this year developing, administering and monitoring 24 Community Development Block Grant (CDBG) contracts and a number of grants from different funding sources.

Commission for Persons With Disabilities. The Commission experienced a very busy year with the appointment of a new Executive Director/ADA Coordinator and relocation of the Commission's office to 51 Inman Street. Expanded office space and fiber optic connection to the City's Management Information Systems have greatly improved the Commission's communication and service capabilities. Ongoing activities of the Commission include providing information, referral and technical assistance on disability matters to Cambridge residents, consumers, family members, employers, architects, developers, and businesses. Monitoring compliance with the Americans with Disabilities Act (ADA) and other federal and state accessibility laws, both within City government and in the private sector, continues to be a top priority of the Commission. Other ongoing projects include issuing temporary

disabled parking permits, facilitating additional accessible parking spaces in conjunction with the Traffic and Parking Department, and co-sponsoring the taxi discount coupon program with the Council on Aging.

New initiatives of the Commission during the past year include: developing a process with the Department of Public Works to distribute recycling bin carriers and modify recycling policies to maximize participation in the City's recycling program by residents with disabilities; working with the License Commission to generate a mechanism for securing wheelchair-accessible taxicabs to operate in Cambridge; recruiting interns from local colleges to assist with the City's ADA compliance efforts; cultivating new working committees to study disability issues in education and access to public accommodations; and initiating comprehensive ADA training for new employees of the City.

In these efforts the Commission has worked closely with many City departments. In addition to those already mentioned, the Commission has collaborated with the City Solicitor's office, the Community Development Department, the Human Rights Commission, the Inspectional Services Department, the Personnel Department, and many others, to ensure a team approach to ADA compliance. Support among City departments has been generous and widespread, and oftentimes has been unsolicited. The Commission has received and processed numerous requests for reasonable accommodations from City employees with disabilities and requests for reasonable modifications in policies and procedures from City program participants with disabilities. Overall, these activities have resulted in significantly expanded access for persons with disabilities throughout the City of Cambridge.

Kids' Council. The Coordinating Council for Children, Youth, and Families (The Kids' Council) brings together top City officials and representatives of the community to focus on the needs of the City's children and their families. The Council serves both as an advocate for children and families and as a catalyst for coordinating public and private service activities for the City's children and families. The participation of its community/parent members allows community input into the City's development of policy and programs affecting children and families. The Kids' Council's present emphasis is on families with children ages 0 to 12. As the first major response to its mission, the Kids' Council is developing the Centers for Families initiative. This project will develop school-linked, neighborhood-based Centers to serve all families, particularly those with children ages 0 to 5. By coordinating and integrating formal and informal community resources, the Centers will link families to a full range of services to support families in nurturing their young children. During this year, the project has made major advancements in the areas of planning and development and will move to its implementation. The Kids' Council successfully developed an organizational model for the project which resulted in an interagency agreement among the City's Departments of Human Service Programs, Health and Hospitals/The Cambridge Hospital, and the Cambridge Public Schools to share management responsibilities and pool funds for the start up of the project. The project will begin by developing a pilot Center in the North Cambridge/Fitzgerald Elementary School neighborhood. In

addition, with the support of providers, parents, and other members of the North Cambridge community in developing a great proposal, the Massachusetts Department of Education has awarded approximately \$150,000 to the Kids' Council for the Centers for Families initiative. With the City Council's adoption of the City's first Childcare Policy, a Childcare Policy Subcommittee has been established within the Kids' Council to plan the implementation of that policy. The Council and the Cambridge Public Schools have developed and disseminated a kindergarten questionnaire to better understand and improve the status of our children's school readiness skills. In the coming year, the Kids' Council will continue these activities by strengthening and increasing coordination and collaboration between municipal departments and the City's extensive non-profit/private system. The Kids' Council plans to increase public awareness of issues concerning our City's children and their families through media coverage, citywide and community events, and neighborhood-based outreach efforts.

MultiService Center. The City's Multi-Service Center (MSC) provided services to 792 homeless individuals over the course of the year, including assistance in obtaining housing, mental health and substance abuse services, public benefits, employment and general counseling. In addition to the MSC's 24 transitional beds for men at the YMCA, five beds were added at the YWCA with intensive services for homeless women. Homeless families were served primarily by the Homeless Intercept/Housing Search Program and by a transitional housing demonstration program, Project SETLE, for which the Cambridge Housing Authority provided housing and MSC staff provided intensive services. Housing Search placed 85 families in permanent housing, and provided up to twelve months of follow-up for each family. Project SETLE "graduated" 21 homeless families into permanent housing over its three-year existence, ending July 31, 1994. Through the Cambridge Hospital, a half-time substance abuse counselor joined the staff at the MSC. Another new addition was a Housing Search specialist for individuals, through one-year state funding. The MSC also began working with two Greater Boston employment programs for placement of clients.

Community and Youth

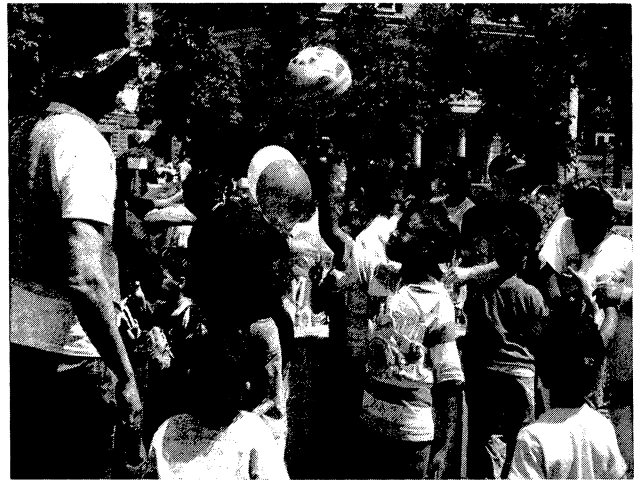
The Division of Community and Youth Services supports a network of neighborhood-based operations that provide a variety of educational, recreational, social and cultural enrichment services for all age groups. This division assists neighborhoods in developing high-quality and cost-effective programs. Neighborhood Coordinators work with their respective councils to solicit local involvement in the assessment of community needs to develop programs and services which address these needs. The efforts of the Neighborhood Coordinators are complemented by programs and services offered to pre-teens and teens at Youth Centers in five neighborhoods.

Working with the Neighborhood Councils, the staff of Community Schools Program works to develop programs and services which reflect the interests and needs of individual neighborhoods. The range of programs offered

this year included: afterschool children's recreational, educational and enrichment activities; adult education courses; parent support groups; cultural and social events for families and for the elderly; and holiday events and vacation programming. In March, the first annual Camp Information Night was held at Cambridge Rindge and Latin high school attracting over 100 people. During the summer, camps were offered for children at 12 Community Schools sites, nine of which offered full day programs. In addition to the thousands of children, adults and seniors participating in programs and services, special events such as neighborhood potluck dinners, children's dance and theater performances, trips, Halloween parties, Black History Month Celebration and Gospel Night, and neighborhood arts festivals attracted many residents.

This year Community Schools Programs developed and began many fruitful collaborations with other agencies: Cambridge Multicultural Art Center; the Boston Recycle Center; Boston Museum of Science; Cambridge Public Library; Cambridge Camping; Cambridge School Department; the Arts Council; Community Substance Abuse Prevention Network; and the Mayor's Office. Active community school committees consisted of the Citywide Council, which addressed funding and scholarship needs, and the Pre-Teen Committee, which sponsored Citywide Pre-Teen Activities including an annual overnight camping trip. The Multicultural Task Force initiated by the Community Schools division approximately six years ago, has evolved into a department-wide membership. The Task Force continued to offer staff training and a community forum on diversity issues. A translation committee has been formed to facilitate outreach to linguistic minority residents. In addition, the Task Force sponsored Children's early release day events at the Cambridge Multicultural Art Center; the fifth annual Gospel concert; Black History Month Family Night with Harriet Wigfall community service awards and children's art contest; and luncheon forums on current topics for City workers.

This was an exciting year for the Area IV Crime Task Force, which received its annual grant renewal from the Executive Office of Communities and Development, as well as through grants from Polaroid Corporation, Lechmere Corporation, and Draper Laboratories. Two neighborhood residents co-chaired the Area IV Crime Task Force throughout the year and have worked on developing plans for the following: sponsorship of the Fifth Annual Drug Free Community Fair; safety/self-defense workshops for young women at the Area IV Youth Center and for adult women in the neighborhood; a series of block parties which were part of a Safe Streets community-building project; the publication of the Task Force's newsletter in 3 languages -- English, Spanish, and Kreyol; a safety survey conducted by members which resulted in improved lighting in the Area IV neighborhood; action to clean up several abandoned neighborhood buildings; sponsorship of a Youth/Police Dialogue; Candlelight Vigil; Law and Legislation Forum; and coordination with the Cambridge Police Department and City Managers Office to design Drug Free School Zone Signs which will be posted at all elementary schools in Cambridge.



Fun for a purpose: 5th Annual Area IV Drug Free Community Fair at Sennott Park.

The Cambridge Performance Project Inc. entered its ninth year and offered 13 classes in 6 schools along with the Area IV Youth Center serving 200 children. The Project continued to receive outside funding from the Massachusetts Cultural Council with additional funding from local corporations and foundations. The project extended its outreach to linguistic minorities and the economically disadvantaged, brought in \$57,525 in outside funding, tuition and grants, and continued the Back Porch Dance Company, an intergenerational, multiracial performance group.



The coach of the Area IV city-wide basketball champions with two of his star players.

The Cambridge Youth Program operated out of five Youth Centers and four drop-in sites at local elementary school gyms. This network of neighborhood youth centers and drop-in sites provides youth with a variety of programs and services geared to enhance the quality of life of the youth of Cambridge. The CASPAR Drug and Alcohol

Education Program held ten week informational workshops at all centers along with individual assessments and two peer leadership programs. In the area of violence prevention, Deborah Prothro-Stith, former Public Health Commissioner and now Harvard University Administrator, held a forum for all youth center members dealing with the issues of violence. Harvard University sponsored programs on Dating Violence and Street Law Rights at selected centers. Collaboration continued with MCI Norfolk Youth Prison Project, the District Attorney's office, Police Department, School Department, and the Unity Providers group. The Substance Abuse Task Force "Sign of the Times" Youth Conference helped strengthen the Youth Program. Recreation programs included NightStop, structured leagues in flag football, floor hockey, basketball, volleyball and male floor hockey. Other activities included field trips to amusement parks, ice-skating, skiing, sporting events, fashion shows and dances. Many of the new initiatives and collaborative ventures have resulted in an increase in our Youth Center memberships to over 1,000.

Recreation

The Recreation Division is responsible for the development, implementation and supervision of year round city-wide and neighborhood recreation programs and facilities. The Recreation staff also coordinates all permits for youth and adult programs and responds to requests for the use of municipal recreational facilities. The staff is responsible for the coordination of schedules and overall supervision of league play for the adult leagues. This year, the Recreation Division participated in the planning and design of capital improvements to Glacken Field Tot Lot and the Rafferty Tot Lot. The division was also involved with the Open Space Planning Committee comprised of representatives from Human Services, Community Development, Public Works, the City Managers Office, the Historical and Conservation Commissions and the Water Department. The Committee has developed and will be implementing the Open Space Project Interdepartmental Design Review Plan which will improve coordination between City departments and will improve long-term durability of open space projects. The Youth League Advisory Committee was expanded this past year to include representatives from the public and private high schools to insure fair and equitable use of City fields and to improve communication among all youth league providers. The Division also coordinated the Eighth Annual City of Cambridge Road Race benefitting the Fund to House the Homeless. The Race attracted over 300 runners and \$16,000 in corporate and individual donations.

The summer program provides 30 full-time recreation leaders and a full time supervisor to offer programming based at neighborhood playgrounds. Activities this year included participation in the planning and supervision of the annual summer teen concert series at six playground sites, assisting in the Massachusetts Bay State Games held in Cambridge for the third time; and joint sponsorship of the Eighth Annual City-Wide Youth Games. The Summer Food Service Program was expanded this past year to include six drop-in sites located at various neighborhood playgrounds. In addition, the planning process for the collaboration of the Childcare and Community and Youth Divisions in developing a summer program incorporating

all departments and city resources designed to meet the ever increasing needs of Cambridge families was undertaken during the winter of 1993 and was implemented during the summer of 1994. The Gold Star Pool is open seven days a week for seven weeks during the summer. This year there was a continued expansion of services in order to provide swimming lessons and activities for various city and non-profit agencies. In addition, capital improvements to the facility were completed which included renovations to the roof and interior and exterior improvements.



7th and 8th grade floor hockey league champions from Area IV Youth Center.

The War Memorial Pool and Fieldhouse offers a variety of swimming and recreational opportunities to Cambridge youth and families. The facility is open daily, evenings and weekends except during the summer months when it is not open on weekends. Activities at the War Memorial for youth include tennis, karate gymnastics and dance and are scheduled after-school and on weekends. Adult activities, which are held in the evening and on weekends, include dance, aerobics, exercise and tennis. All classes and activities are funded entirely by user fees. The development of the mail-in registration format and the computerized enrollment procedures has resulted in full levels in all classes scheduled. The City is now embarking on an architectural feasibility study in order to develop a short and long term capital improvement program for the facility.

The Special Needs Program provides year-round recreational programming for special needs participants ranging from pre-school to young adults. The Recreation Division is collaborating with the School Department in the establishment of an after school Unified Sports Program at the Kennedy, King and Morse Schools. This program, which is funded completely by the Massachusetts Special Olympics, integrates special needs children with other athletes from the schools in various activities such as floor hockey, softball, volleyball and soccer.

Mayor Thomas W. Danehy Park, located on the former landfill site in North Cambridge, was designed with the idea of allowing for both passive and active recreational use. With the addition of five acres of open space through the renovations to St. Peter's Field and Rothlesberger Park, this total fifty-five acre site has become the main setting for

a variety of athletic, multi-cultural and passive events and programs. This year, the Park hosted events including the Bay State Little League Tournament, the First Annual Fitzmaurice Memorial Softball Tournament, the first annual AAU High School Girls Softball Tournament, the first annual Eastern Massachusetts Women's Collegiate Athletics Softball Tournament and an expanded series of family and childrens concert series in conjunction with the Cambridge Arts Council. In addition, the adjacent St. Peter's Field was the main setting for the high school, Babe Ruth and senior Babe Ruth baseball leagues. Major capital improvements were also begun this year including installation of a water conservation automated irrigation system for the entire park and complete renovation of soccer field number three.

The Thomas P. O'Neill, R./Fresh Pond Golf Course, the City of Cambridge's Municipal Golf Course at Fresh Pond, is in operation from early April through early December. The Golf Course provides recreation for men and women of all ages and is fully funded by fees and memberships. This past year, the golf course continued to make significant changes in its operation and management and to the physical conditions of the course. A Golf Course Access Committee, comprised of Cambridge residents and representing all forms of membership, was created to study current policies and procedures and to make recommendations for improved access. In addition, a major capital improvement program was completed for the clubhouse which provides complete handicapped accessibility and improvements to the building envelope and systems and new men's and women's locker and shower facilities.

Council on Aging

The Council on Aging (COA) is the division for Elderly Services for the City. The COA is the center of planning, specialized service delivery, and interagency coordination for the approximately 15,000 elders living in Cambridge. The division plans, develops, and coordinates services assisting elders to maintain their dignity and quality of life within our community. The COA is increasingly called upon to serve those whose needs are not being fully met by other agencies in the community. The COA serves more than 5,000 elders in Cambridge at program locations throughout the City.

This year, the Council has worked closely with the architectural firm of DiNisco Kretsch and Associates to plan the new citywide senior center at 806 Massachusetts Ave. The construction team, Seaver Construction of Woburn, broke ground in April. The building is currently under construction and expected to be ready for occupancy in the summer of 1995. Boston artist Lisa Houck was commissioned to create the public art for the center. Planning began shortly after ground breaking for developing the capacity to handle all the new people expected to use the facility. Committees are planning to improve client services so that any elder requesting assistance is put in touch with the help they need so that all available resources are maximized and agencies are not duplicating services.

The Council is also coming into the age of technology by computerizing some programs and planning for the future to offer a computer learning center for elders wishing to learn how to use a computer and basic software programs. Windsor House Adult Day Health Center will

be located in the ground floor of the building.

The Cambridge Hospital is planning to open a new Senior Health Center on the top floor of the building. A variety of agencies serving the elderly will have office hours in the building. Planning is being done with all of these agencies to assure that elders will have access to the services they need. In addition, the new center will offer a wide variety of social, recreational, educational, health, and fitness programs. Plans are being made to offer college courses for credit and expand programming through coordination with the YMCA next door. The Friends of the COA have spearheaded a major capital campaign to raise \$180,000 for supplemental furnishings and equipment for the new center.

Through much advocacy during the state budget process, the COA fought for and got an 81% increase in Formula Grant money (increased from \$1.76 per elder to \$3.20) which allows the Council to expand the Shopping Assistance program, senior trips, and newsletter distribution. The Geriatric Outreach Substance Abuse Program completed the final year of its three year Project Care grant. This program, which offers counseling, support groups, educational materials, and outreach around substance abuse issues, has for the first time in its eight year history secured ongoing funding from the City of Somerville and the Cambridge COA Formula Grant. Staff from the program helped to convene a series of focus groups with senior citizens tackling the problem of substance abuse in Cambridge.



Cambridge Performance Project's Family Night of Dance and Theater Games for all ages.

The Council continued its outreach to the multi-cultural community. The elder Haitian group, Grandet An Aksyon, celebrated its fourth anniversary this year. An Asian elder group has also been initiated which meets once or twice per month at the North Cambridge Senior Center. This group has grown from 3 members to more than 70. The Council worked closely with MAPS (our local Portuguese organization) to conduct a needs assessment of Portuguese-speaking elders. Planning is underway to incorporate all of these groups and more in our programming for the new senior center.

The Council on Aging is working closely with the License Commission to study the feasibility of offering

accessible cab service to the disabled who require wheelchair lift equipped vehicles. The COA has also launched a Transportation Committee to study the overall transportation needs of the elderly and disabled in Cambridge and to make recommendations to the City Manager regarding future transportation needs.

The COA played a key role in conducting a retreat of the Cambridge Geriatric Network, a consortium of agencies serving elders in Cambridge. Based on the results of this retreat, priorities were set for the Network for the coming years. The current needs identified for elders were better access to comprehensive information about services available, creating a simplified way to access entitlement programs, financial counseling, making decisions near the end of life, wellness/prevention programs, and transportation. The Geriatric Network has started a task force this year to focus on the first priority, providing better access to elders for comprehensive information. The COA continues to provide a number of programs at the Pearl St. Senior Center (formerly Cambridge Committee of Elders) and the North Cambridge Senior Center. More than 1,500 elders have used the services of both centers. An expanded array of health screenings and trip options have been offered at both centers, thus increasing overall participation in programs.

Childcare

The Childcare Division programs enjoyed a very stable enrollment this year. Over 300 children were served on a daily basis. Program locations included for Pre-School: the King, the Longfellow, the Haggerty and the Fitzgerald. The King and Longfellow continue to be full day, year round programs and the Haggerty and Fitzgerald are half day ten month programs with the option to enroll 2, 3 or 5 days per week. School-Age Programs sponsored by the Department of Human Services are: The Fitzgerald, the Fletcher, the Maynard, the Graham and Parks and the King. The King and Graham and Parks both have 2 classrooms serving grades K-2 and 3-6, the remaining three programs service grades K-4. Each program serviced 26 children on a daily basis with 2, 3 and 5 day enrollment options.

The Childcare Division continued to provide scholarships to approximately 1/3 of the children enrolled. In addition to the \$135,000 of city funds allocated for scholarship assistance there are 17 School-Age and 11 Pre-School slots supported by the Department of Social Services as well as 4 Pre-School slots reserved by the Bureau of Pupil Services of the Cambridge School Department and 3 slots supported by the Community Partnership grant from the Department of Education. Many families have been able to enroll using a voucher as well.

The Childcare Division worked closely with the Child Care Resource Center in the development of the Community Trust Scholarship Fund. This fund was established with a grant from the City Council Community Response Trust Fund. Cambridge children enrolled in School-Age Child-care programs first received scholarship support in January of 1994. Additional support from the business community is currently being sought for the expansion and continuation of this citywide scholarship fund.



Halloween around the City: Community and Youth parties provide safe and happy events for children and parents.

The highlight of the year was on December 13, 1993 when the Cambridge City Council adopted a Child Care Policy. This was the result of interest from a broad spectrum of the community. The policy established a subcommittee of the Kids' Council to review the child care needs and trends of City residents, as well as support efforts for quality care throughout the City. The committee held it's first meeting in the spring of 1994.

The Childcare newsletter Bridges featured the four Pre-School programs in the Fall 1993 issue, and the School-Age Programs were the focus of the Winter 1994 issue. This continues to be an effective source of information about the Department of Human Services Childcare Division.

Community Learning Center

The Community Learning Center (CLC) provides adult basic education for approximately 1000 people each year in a variety of settings. Day and evening classes are offered year-round at 19 Brookline Street in four program areas: English as a Second Language, literacy, GED preparation, and the Adult Diploma Program. Seven levels of English as a Second Language and five levels of basic reading, writing, and math, ranging from beginning literacy to the high school level, are provided. GED classes prepare students to pass the five examinations required to obtain a high school equivalency diploma from the state Department of Education. The Adult Diploma Program awards a Cambridge Rindge and Latin School diploma to adults based on a combination of demonstrated competency in reading, writing, and mathematics and credit for previous coursework, employment, home management, languages, and other life experience areas. Educational and career counseling is provided for all students to help with successful participation in the program and with taking the next step after program completion. Individual tutoring by volunteers is available as needed and students can practice their skills in the computer room.

In addition to City funds, the Community Learning

Center receives grants and contracts from several sources including the Massachusetts Department of Education, the JOBS Program, the Job Training Partnership Act, Cambridge Head Start, the Cambridge School Department, the Cambridge Housing Authority, and the U.S. Department of Health and Human Services.

Along with the core program, the CLC offered a number of special programs this year. Even Start, a new collaboration with the Cambridge School Department, provided adult basic education classes for parents, early childhood education for their children, home visiting, parent and child activities, and a parent discussion group. The Learning Together program at the Harrington School, another collaboration with the School Department, successfully concluded a second year of activities at the computer-based family learning center. Sixteen employees at Neville Manor Nursing Home attended classes at their worksite leading to the awarding of high school diplomas for five of them. Project LIFT continued to do outreach to homeless adults through the city's shelters and the Multi-Service Center and provided small classes in basic skills and computer literacy. A joint program with the American Red Cross trained fourteen low-income English as a Second Language students to meet the requirements to become certified as home health aides and nursing assistants; almost all found employment in the field within two months of program completion. As part of the City's tobacco control initiative, CLC teachers have worked on a curriculum for use in adult basic education classes. Two grants, one state and one federal, have funded outreach, counseling, and classes on site at two public housing developments, Jefferson Park and Newtowne Court.

A new program, the ESL Network, was launched by the Friends of the Community Learning Center to try to meet the overwhelming demand for English as a Second Language classes. Jointly funded by the Cambridge Community Foundation, The Boston Foundation, and the City of Cambridge, the goal of the program is to encourage and assist Cambridge community organizations, churches, and businesses to set up ESL programs. The CLC's ESL Liaison provides training and technical assistance to interested organizations and refers students from the ESL waiting list. Classes have been set up at Christ Church, Youville Hospital, the Volpe Center, and the Graham and Parks Community School. Several other organizations are planning to join the initiative in September of 1994.

The Office of Workforce Development

The Office of Workforce Development opened at 51 Inman Street, under the management of the Department of Human Service Programs, in September 1994. Its goals include: enhancing and expanding employment and training services to Cambridge residents; setting policy priorities and reporting on outcomes for municipal spending on workforce development, assessing gaps in services; leveraging additional resources to support employment and training opportunities; coordinating service delivery to be more accessible to residents and businesses; and serving as an information and referral center for residents seeking career and employment opportunities.

During the fall, OWD staff initiated a number of efforts including: developing and implementing an assessment process involving service providers, businesses and

residents, to determine gaps in services and identify potential training and employment partnerships; a study of the Cambridge Employment Program to improve its effectiveness; an effort to bring a community college into the City of Cambridge to serve residents seeking a low-cost, accessible post-secondary education as a means toward better employment opportunities; the implementation of a standardized reporting system for municipal employment-related contracts; the ongoing oversight of Cambridge training programs for the Central Artery/Tunnel project; with the Assistant City Manager of Human Services, increasing Cambridge's leverage on the Regional Employment Board, responsible for shaping and allocating the expenditure of federal employment dollars; and linking training and development strategies and priorities with the City's Community Development Department.

Citywide Youth Employment Office (CYEO), Office of Workforce Development is an innovative partnership between the City, the business community, various community agencies, and the public schools. This office works to expand employment and career opportunities for Cambridge youth. CYEO's activities include coordinating and facilitating the services of local youth employment agencies and serving as a program information and referral center (CYEO has provided these services to approximately 325 youth this year). We continue to identify unmet needs in the community and develop strategies to address them. During this past year, activities included the successful completion of the third annual business-to-business jobs campaign resulting in over 200 private sector jobs, a series of CYEO sponsored job-readiness seminars and workshops (with support from corporate volunteers), and a Job Fair for over 75 youth at the CambridgeSide Galleria Mall. While providing ongoing start-up and technical assistance to a new Health Careers Apprenticeship program and City Links, a public sector apprenticeship program for linguistic minority youth, CYEO has helped to leverage over \$100,000 to support these initiatives. In the effort to strengthen youth's transition from school to work, CYEO and community partners have developed a comprehensive community-wide plan for the development of a Career Pathways System. As a part of this effort we have regularly convened key youth employment, school, business leaders and staff to coordinate, plan and strengthen local career opportunities.

Four research projects have been conducted out of the CYEO this past year: a survey of CRLS youth on employment experiences; a study on the potential for developing school-to-work programming in financial services and computer services; an inventory and directory of all career-related youth programming in Cambridge; and an evaluation of the City's pilot youth employment Landscaping project.

During the coming year, CYEO will continue these activities and place an increasing emphasis on the development of apprenticeship opportunities in conjunction with the high school and other local entities -- specifically, in financial services, biotechnology, and media/telecommunications -- and encourage the tracking and follow-up of youth who participate in these programs. CYEO also plans to further integrate educational information and referral efforts at CYEO's Youth Employment Center (located at Cambridge Rindge and Latin School) with the offerings of RSTA, the youth centers, and the CRLS Career Resource

Center; to help drop-outs make connections to employment and training services and increase opportunities for this population; and to increase media coverage and community awareness of youth employment and training efforts through visible events with an eye toward expanding business participation in these programs.

Veterans' Services

Veterans' Services is an advocate for veterans and their dependents. The Department advises applicants of available services, benefits and entitlements.

During FY94, over 500 applications were processed including Veterans' Affairs claims for life insurance, death and disability benefits, burial plots and grave markers. The Department also assisted pensioners with their Veterans' Affairs Eligibility Verification Reports.

Cambridge veterans and their dependents received V.A. benefits in excess of \$7 million during FY94.

The department in conjunction with the Cambridge Veterans Organization, coordinates public celebrations on Patriots', Memorial and Veterans' Days. Other activities include dedication of streets, squares and parks in honor of veterans killed in action. Each Memorial Day in excess of 5,000 flags are placed on the graves of veterans interred in Cambridge Cemeteries.

This Department secured a grant from the State Department of Veterans Services of \$13,800.00 for restoration of graves in the veterans lots of the Cambridge Cemetery. The work was completed in June, 1994.

The costs of public celebrations has remained the same over the last few years. However, due to the increased mortality in the Veterans community, expenditures for the decoration of graves as mandated by M.G.L., Chapter 115, have increased.

The Veterans' benefits program provides financial assistance to needy veterans and their dependents, who have served honorably during WWI, WWII, the Korean Conflict, the Vietnam Era and the Persian Gulf War, as well as those veterans in receipt of Campaign Medals for Operations in Lebanon, Grenada and Panama.

The cost of the program is reimbursed to the City by the Commonwealth at the rate of 75%.



Memorial Day Parade 1994

Commission on the Status of Women

The Cambridge Commission on the Status of Women was established by the Cambridge City Council as a department of city government on October, 1977. In February, 1978, 20 women were appointed by the City Manager to: "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues... (and) to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color, national origin, age and sexual preference."

The Women's Commission was further required by the City Council to design and implement programs that promote equality for women in the city, to develop and recommend policy to and coordinate activities of all departments, divisions and agencies of the City on issues affecting women and to initiate, coordinate and monitor legislation which promotes equal status of women in City, State and Federal levels.

In fulfillment of these roles and responsibilities, the Women's Commission has allocated its limited resources to the following priorities and projects:

WOMEN'S SAFETY

1. Domestic Violence

- "Operation Safe Home": This collaboration with the city's Police Department entered its second full year of funding from the federal Bureau of Justice Assistance. It is a concerted effort to develop and implement a coordinated, integrated citywide response to domestic violence. Under this grant, the Police Department appointed its first, full-time Domestic Violence Liaison in November, 1993. Her responsibilities include implementing a unique domestic violence database to enable the police and other city officials to track and plan effective responses to domestic violence incidents, purchase and evaluate personal safety alarms and coordinate community and police department services to battered women. During Fall, 1993, Operation Safe Home also provided funds for specialized training for every police officer in the handling of domestic violence cases.

Parade magazine and The Today Show reviewed the city's unique efforts to deploy and evaluate personal safety alarms, which brought international attention to Cambridge's efforts.

- Domestic Violence Task Force: The Women's Commission continues to coordinate and chair a monthly meeting of representatives of all organizations within the city which deal with Domestic Violence to solve problems, improve communications and coordinate services. During FY94, the Task Force has developed a "Cambridge is a Domestic Violence-Free Zone" campaign with a unified symbol and slogan on signs at each major entry point to the city. The Women's Commission

has worked with the Health of the City Committee and the Health Policy Board to define domestic violence as a public health problem so that it may be addressed in an interdisciplinary manner throughout the city.

2. Sexual Assault

- **Cambridge Area Rape Alliance (CARA):** The Women's Commission has responded to a series of sexual assaults and an unsolved rape case by convening community meetings in the effected neighborhoods and presenting a series of women's safety awareness workshops during Spring and Summer, 1994.

3. Sexual Harassment

- **City Policy and Training:** The Executive Director of the Women's Commission has participated in leading workshops for every city worker on the city's policy and procedures for identifying and dealing with sexual harassment. The Director provides confidential counseling for city workers and members of the public who need assistance and referral.
- **School Department Policy and Training:** The Women's Commission Director worked with the principal, senior administrators and Teen Health Center staff to draft an updated procedure for Cambridge Rindge and Latin School on the handling of sexual harassment, dating violence and sexual assault complaints. She coordinated workshops for all high school administrators, guidance counselors and security staff.

The Director is working with a School Committee member to coordinate all anti-sexual harassment training, awareness and prevention efforts within the public school system.

WOMEN'S HEALTH

1. **Women's Health Task Force.** The Executive Director staffs and a Commissioner sits on this on-going task force of The Cambridge Hospital Health Policy Board to monitor and recommend changes in women's health programs provided by The Cambridge Hospital. During FY94, the Task Force worked for the creation of greater Boston's first Birth Center staffed by the hospital's Nurse-Midwives and for the development of a leadership position for women's health within the hospital system.
2. **Women's Health Education.** In March, 1994, the Women's Commission joined the Hospital's Marketing and Public Relations staff to showcase The Cambridge Hospital's programs in women's health, including the Breast Health Project, the Midwifery Program and Primary Health Care services, as well as its large and talented complement of women providers.

In April, 1994 the Commission coordinated a Women's

Health Day with workshops in English, Spanish and Haitian Kreyol featuring traditional and non-traditional approaches to women's health. 200 women attended.

YOUNG WOMEN

The CRLS Young Women's Commission. The Young Women's Commission at Cambridge Rindge and Latin School (YWC), initiated and sponsored by the city's Women's Commission, began its second year in September, 1993. The group remains the only school-based Women's Commission in the country, and has received attention from Nightline, Education Week, College Board Magazine and the Boston Globe. About 125 young women have attended at least one event, while a Coordinating Committee of about 12 young women meets every two weeks. The YWC coordinated a series of events for Women's History Month in March, 1994 including a weekly film festival and a wholly student-produced assembly.

Working Group on Gender Issues and Sports. The Women's Commission is working with others to analyze the status of sports programs for girls in the elementary and high schools of the city and to begin a process of public comment and recommendation. The Commission supervised a Harvard student/athlete who developed two significant papers on inequalities of opportunity in and lack of enthusiasm for women's sports in Cambridge public schools.

WOMEN'S HISTORY MONTH

The Women's Commission joined with the Mayor's office to present a unique program bridging Black History and Women's History months: "Failure Is Impossible, A Dramatic Recreation of the Struggle for Women's Rights, Civil Rights and Self-Determination."

Human Rights Commission

The Cambridge Human Rights Commission was created by ordinance in 1984, "to protect the human rights of all citizens of the City." It is the City's official civil rights law enforcement agency. The Commission's mandate was expanded in 1991, with the passage of a "Fair Housing" Ordinance and a Home Rule Petition, enabling the city to comply with federal fair housing law and obtain federal funding for the city's fair housing program.

Both Ordinances are implemented through the Commission's Executive Director and staff, who work to enforce the prohibition against discrimination in the areas of employment, housing, and public accommodations, on the basis of race, color, sex, age, religious creed, disability, national origin or ancestry, sexual orientation, marital status, family status, military status, and source of income.

The Commission receives and investigate complaints of discrimination, conducts fact finding conferences, utilizes mediation techniques, issues final investigative

reports, holds public hearings, assesses damages, attempts settlements, and presents findings to the City Manager and to other governmental agencies.

In fulfilling its mandate, the Commission works with the City Manager on all human and civil rights issues in Cambridge, and ensures that all City departments, agencies, employees and contractors conduct City business and deliver City services in a non-discriminatory manner.

ACCOMPLISHMENTS AND ACHIEVEMENTS

A. ENFORCEMENT

FY94 marked a further expansion of the Commission's civil rights enforcement efforts. The Commission's

	Employment	Housing	Public Accommodations	Intimidation/Violence	Total
Age	5				5
Disability	6	2	2		10
Family Status		2			2
Marital Status		1	1		2
National Origin	6	4	1		11
Race/Color	18	4	1	1	24
Retaliation	1			1	2
Religion	1				1
Sex	10				10
Sex Harassment	3				3
Sexual Orientation	4		1	2	7
Source of Income	7				7
				TOTAL	84

1. Fair Housing

The Commission remains the only local agency in New England to receive certification from HUD as a substantially equivalent agency. This certification enables the Commission to conduct fair housing investigations pursuant to the federal Title VIII, and to receive federal funding for the closure of these cases. The Commission increased its HUD closure rate by almost 100% over FY93, resulting in almost a doubling of funds received for case closure.

As a result of the efforts of the Commission's Executive Director working with the Community Development Department, a new thirty-eight member Fair Housing Committee, chaired by the Executive Director and appointed by the City Manager was established in April of 1994. The Committee has established goals and objectives and is working to further implement fair housing throughout the City.

2. Employment

During FY94, the Commission signed a new work-sharing agreement with the Massachusetts Commission Against Discrimination (MCAD) to investigate complaints of employment discrimination in the City. The agreement provides that the Commission will be paid on a per case basis for the closure of cases after investigation. The Commission was also awarded a staff development grant by MCAD in appreciation of this department's handling of employment discrimination cases, as well as special

complaint intake increased by over twenty-five (25) percent from FY93, to an all time high of 84 cases. The Commission investigated and closed 91 complaints. Cases were filed in the following areas: employment-54 cases; housing - 20 cases; public accommodations - 6 cases; and intimidation/violence - 4 cases.

The following table is a breakdown of complaints filed.

funding for the hiring of a part-time legal intern. As a result, the Commission doubled the funding received from MCAD in FY93.

B. CITY RESOURCES

As mandated by Ordinance, the Commission continued to provide technical assistance and support services to the City Manager and City agencies in the area of civil rights.

The Commission participated in city-wide employee training of the new Sexual Harassment Policy instituted by the City Manager, working with the City's Affirmative Action Officer and staff from five other city agencies. Working with the Women's Commission, the Commission provided in-service training to all police officers on the Sexual Harassment Policy.

The Executive Director was named as the responsible party for the City's Informal Grievance Procedure providing for prompt and equitable resolution of complaints alleging any violation of state and federal laws and regulations protecting individuals from discrimination by the City in the provision of or access to services, employment and activities.

The Commission expanded its working relationship with the Community Development Department in the implementation of Fair Housing activities in Cambridge.

Working with the Women's Commission and the Cambridge School Department, the Commission commenced an ongoing project on gender equity in athletics in

the Cambridge schools.

C. COMMUNITY OUTREACH

Working collaboratively with other city agencies as well as private agencies, organizations, businesses and universities, the Commission held its first Civil Forum on the topic of "Free Speech/Hate Speech: Rights in Conflict in Cambridge," on November 30, 1993. The forum was filmed by City Cable and was aired several times throughout the year.

The Commission implemented a Fair Housing Month Campaign during April which included a Poster and Essay Contest for all Cambridge school students in grades 6 through 8 on the theme of "Fair Housing is Sharing the American Dream." Most of the Cambridge public schools participated in the contest which included the use of a curriculum on fair housing. The Cambridge Banks Housing Association donated specially designed tee shirts and U.S. Savings Bonds for prizes. Additional prizes were donated by local Cambridge businesses. The over two hundred posters and essays were displayed at Cambridge City Hall, where a special ceremony was held on April 25th, presided over by the Executive Director, City Manager, and Mayor to award the prizes and honor the participants.

The Commission participated as members of both the Massachusetts Association of Human Rights Commissions and the Fair Housing Subcommittee of the Greater Boston Civil Rights Coalition, in an effort to increase awareness of civil rights issues and to share common concerns.

Continuing in its role of providing education and outreach to the community, Commission staff provided training to numerous groups in the community on civil rights and fair housing issues.

The Schools

Fiscal Year 1993-94 was another banner year for the Cambridge Public Schools. The School Department again showed its national leadership when it received a \$1.8 million, three-year grant from the National Science Foundation - one of the largest grants ever made to a school system Cambridge's size. The grant will focus on training classroom teachers in science education, improving science instruction in grades K-9. The grant will go hand-in-hand with Cambridge's new "Habits of Mind" science curriculum, one of the new Curriculum Frameworks established in math, science, technology, health and multicultural education.

The Curriculum Frameworks themselves are an exciting new step in providing quality education to our students. Designed by administrators and teachers in consultation with parents and education professionals, the frameworks provide a basis for what is taught in each of these major subjects across the school system. Cambridge, once more in the forefront, developed its frameworks before most other school systems. Indeed, the state is using Cambridge's Framework as a guide in developing a statewide set of frameworks.

This year was the first year under Massachusetts'

watershed Education Reform Act, which grants more power to superintendents and principals in running schools. Under the Reform Act, each elementary school formed a School Improvement Council, with elected parents and teachers working with each principal to develop School Improvement Plans. The plans were presented to the School Committee in the Spring, and set the stage for more school-based management and greater parent involvement in improving education.

Cambridge's national reputation as an educational leader continued to be acknowledged by the media in September 1993 when ABC's "This Week With David Brinkley" broadcast a show on school choice that featured interviews with Cambridge parents Kathy Pilasky, Juan Evertz, and Superintendent Mary Lou McGrath.

In addition, ABC's "Nightline" broadcast a piece on the Algebra Project, which featured Ted Koppel interviewing Assistant Superintendent Sandra Spooner in October.

Recognizing Cambridge's groundbreaking work in changing the face and content of vocational education, Rindge School of Technical Arts (RSTA) students and staff were invited to the White House when President Bill Clinton signed the landmark "School To Work Opportunities Act of 1994." RSTA Director Larry Rosenstock, Academic Coordinator Adria Steinberg, 11th graders Claudia Arana and Nicholas Ramasco and senior Angela Delgado attended the Rose Garden ceremony, met President and Mrs. Clinton, and toured the White House.

Cambridge Rindge and Latin School academic teams continued their dominance statewide. The CRLS Science Team placed first again in the Massachusetts Science Olympiad in March 1994, and the CRLS Chess Team took the state championships for the third year. The Chess team went on to place 8th in the national championships - one of the strongest showings in the country.

The dynamic Kennedy School "Dream Team," headed by David Villandry, performed for the public and the State Legislature in Spring with a guest appearance at the Massachusetts State House.

Superintendent Mary Lou McGrath was honored in several ways in the 1993-94 year. She became the first woman President of the Superintendent's Roundtable, an organization made up of top school administrators from across eastern Massachusetts. The Cambridge Boy Scouts bestowed their "Good Scout Award" on McGrath, and she was the featured speaker at the Stride Rite Corporation's Annual Associate Meeting.

This latter appearance was doubly significant because the Superintendent spoke on the innovative Stride Rite Mentor program, which pairs employees with students at the Kennedy and Maynard schools.

The Stride Rite program is only one example of strong involvement by local businesses and academic institutions in the Cambridge Public Schools. The Cambridge Partnership for Public Education - a consortium of businesses and colleges which has joined with the Schools to improve education - made important gains during the past year. Continuing the second year of a three-year grant from the Dewitt Wallace Foundation, the Library Power Project has directed important new library resources to each of our schools.

The Partnership has also worked to enhance the Professional Development School effort through a Pew

Charitable Trust grant, which pairs Cambridge Schools with three local higher educational institutions - Lesley College, Cambridge College, and Wheelock College - to help train future teachers and bring the newest ideas into the classrooms. The \$360,000 grant is for three-years.

The Partnership was also instrumental in the formation of the Cambridge Career Pathways Initiative, which aim at helping Cambridge children in the 8th through 12th grades make the transition from school to work. The program is supported by a grant to the Partnership from the Casey Foundation.

MIT and Harvard continued their close association with the schools, providing needed resources and programmatic help students and teachers rise to new heights.

In 1993-94, ground was broken for the new Agassiz School, which is scheduled to be completed in 1995, and work continued on the new Haggerty School building, which will open in the 1994-95-School Year.

School enrollments continued to climb in 1993-94, following a five year trend. We saw a 1.9% increase in students, from 8023 in 92-93 to 8177 in 93-94. Projections for the future show that trend continuing.

Staffing levels have increased slightly to help support the student increase. The largest increase (55 positions) was seen in direct classroom support - teachers and aides - with administrative, clerical and custodial/plant maintenance/food service positions remaining level. Overall, the number of employees increased from 1294 in 92-93 to 1361 in 93-94.

The school budget enjoyed a modest increase from \$74.7 million to \$79.6 million, with nearly \$2 million of the increase funded through the state's School Building Assistance Program. The largest share of budget expenses went, as in the past, to elementary education.

More than 86% of school age children in the city attend public schools. They represent a very diverse population, speaking 46 primary languages, and include nationals of 70 different countries. Fully 32% of the enrollment is African-American, 8.2% Asian, 13.5% Latino, 0.1% Native American, and 45.8% White. Nearly 23% of students are special needs students.

Cambridge's strong, community-oriented approach to education has produced a vibrant urban system, where parent choice and involvement is truly a model for school systems nationwide.

FISCAL YEAR 1994 - CAMBRIDGE FACTS ON FILE

GENERAL

Population: (Source: 1990 US Census Bureau) 95,802
 Area (square miles): 6.26

POPULATION CHARACTERISTICS (Source: 1990 US Census Bureau)

	1980	1990
White	82.3%	75.3%
Black	10.9%	13.5%
Asian	3.8%	8.4%
Native American	0.2%	0.3%
Other	2.8%	2.5%
TOTAL	100%	100%
 Hispanic Origin	 4.8%	 6.8%
<i>Persons of Hispanic origin may be of any race.</i>		

GOVERNMENT

Founded: 1630
 Date of Incorporation as a City: 1846
 Form of Government: Council/Manager
 Mayor: Elected by the Council
 No. of Councillors: Nine

FINANCE

Adopted Budget: \$291,417,725
 Adopted School Budget: \$ 78,541,785
 Number of Full-time City Employees: 2,282
 Number of School Full-time Employees: 1,212
 Total Assessment: \$6,789,993,612
 Bonded Indebtedness: 61.8 Million
 Tax Rate - Residential: 13.79
 Commercial: 32.78
 Excise Rate: \$25 per thousand

BLOCK	ANNUAL CONSUMPTION	WATER RATE	SEWER RATE
Block 1	0-40	\$1.48	\$2.84
Block 2	41-400	1.59	3.01
Block 3	401-2,000	1.69	3.24
Block 4	2001-10,000	1.80	3.49
Block 5	over 10,000	1.93	3.70

All general consumption and rates are measured in hundreds of cubic feet. The rates are per hundred cubic feet.

PUBLIC SCHOOL SYSTEM

Elementary Schools: 13
 High Schools: 1
 Number of Students: 8,177
 Number of Full Time Teachers: 758.2
 Cost Per Pupil: (Preliminary) \$9,209.00

STUDENT POPULATION

Elementary: 5 513
 Secondary: 2 018
 Ungraded: 646

COMPOSITION OF STUDENTS

Non-Minority:	43.9%
Minority:	56.1%

HOUSING

Listed as controlled units (Source: as of 6/15/92 City Record):	16,200
-----------------------------------------------------------------	--------

Type of House	Average Value	# of Parcels
(one family)	\$309,000	3,453
(two family)	\$248,400	3,171
(three family)	\$248,600	1,675
Condominium	\$146,200	7,197

(Source: City of Cambridge as of 1/1/94)

GENERAL INFORMATION

Number of registered voters in Cambridge (Source: City's Record as of 7/1/94)	40,170
Number of Parks:	70
Number of Recreation Teen Centers:	5
Number of Community Schools:	13
Number of Senior Citizen Centers:	2
Number of Golf Courses:	1

FOUR LONGEST STREETS

Massachusetts Avenue:	4 miles
Cambridge Street:	2 miles
Concord Avenue:	2 miles
Broadway:	1 mile
Miles of City Streets:	125 miles

INSTITUTIONS OF HIGHER LEARNING

Harvard/Radcliffe
Massachusetts Institute of Technology
Lesley College
Cambridge College

THE LARGEST TEN EMPLOYERS IN THE CITY:

(Source: Cambridge Community Development Department 1994)

Name of Employer	Nature of Business	1994 Employees
1. Harvard University	Education	8,981
2. Massachusetts Institute of Technology	Education	8,540
3. City of Cambridge	Government/Schools/Hospital	5,072
4. Polaroid	Photo & Optic Equipment	2,062
5. Mt. Auburn Hospital	Medical	2,056
6. Lotus Development Corporation	Computer Software	1,552
7. Draper Labs	Research & Development	1,439
8. Arthur D. Little	Research & Development	1,377
9. Bolt, Beranek & Newman	Research & Development	1,185
10. Youville Hospital	Medical	850

DEPARTMENT HEADS

Affirmative Action:
William A. Gomes

Animal Commission:
Mark W. McCabe

Arts Council:
Pallas Lombardi
(Acting)

Assessing:
Sally Powers

Auditing:
James Lindstrom

Budget:
Louis DePasquale

Cable TV:
James Ares
(Acting)

City Clerk:
D. Margaret Drury
John Flynn

**Commission for Persons
with Disabilities:**
Michael Muehe

Community Development:
Susan Schlesinger

Conservation Commission:
Alexander J. Strycki

Election Commission:
Edward Samp, Jr.
Artis B. Spears
Darleen G. Bonislowski
Lynne A. Molnar

Electrical:
George Fernandes

Emergency Communications:
George Fosque

Emergency Management:
David B. O'Connor

Environmental Program:
Elizabeth Epstein

Executive:
Robert W. Healy
Richard C. Rossi

Fire:
Kevin Fitzgerald

Fiscal Affairs:
James P. Maloney, Jr.

Health and Hospitals:
Melvin H. Chalfen, M.D.
John G. O'Brien

Historical Commission:
Charles Sullivan

Human Rights Commission:
Margot Kosberg

Human Services:
Jill Herold

Inspectional Services:
Robert Bersani

Law:
Russell B. Higley
Donald Drisdell

Library:
Susan Flannery

License:
Richard Scali
(Acting)

**Management Information
Systems:**
Valerie A. Roman

Neville Manor:
Paul Hollings

Peace Commission:
Cathy Hoffman

Personnel:
Michael P. Gardner

Police:
Perry Anderson

**Police Review &
Advisory Board:**
Malvina Monteiro

Public Works:
Ralph Dunphy

Purchasing:
Gail Cohen

Rent Control:
Terrence Morris

Retirement:
Anne Leduc

School:
Mary Lou McGrath

Traffic & Parking:
Susan E. Clippinger

Veterans' Benefits/Services:
William J. Cabral

Water:
Michael Nicoloro

Weights & Measures:
Francis Tobin

Women's Commission:
Nancy M. Ryan

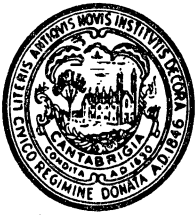
Department Telephone Numbers

Department	Tel. No.	Department	Tel. No.
Affirmative Action	349-4332	Inspectional Services	349-6100
Animal Commission	349-4376	Law	349-4121
Arts Council	349-4380	Library	349-4040
Assessors	349-4343	License Commission	349-6140
Auditing	349-4240	Management Information Systems	349-4140
Budget	349-4370	Mayor	349-4321
Cable T.V.	349-4296	Neville Manor	349-4050
Cemetery	349-4889	Parking Violations	349-4705
City Clerk	349-4260	Peace Commission	349-4694
City Council	349-4280	Personnel	349-4332
Community Development	349-4600	Police	349-3300
Commission for Persons with Disabilities	349-4692	Police Review & Advisory Board	349-6155
Conservation Commission	349-4680	Printing	349-4206
Consumer Commission	349-6150	Public Works	349-4800
Council on Aging	349-6220	Purchasing	349-4310
Election Commission	349-4361	Recreation	349-6230
Electrical	349-4295	Rent Control	349-6161
Emergency Management	498-1590	Retirement	349-4114
Emergency Communications	876-5800	Revenue	349-4220
Environmental Program	349-4604	School	349-6400
Executive	349-4300	Traffic & Parking	349-4700
Fire	349-4900	Treasury	349-4212
Health & Hospitals	498-1000	Veterans' Services	349-4760
Historical Commission	349-4683	Water	349-4770
Human Rights Commission	349-4396	Weights & Measures	349-6133
Human Services	349-6200	Women's Commission	349-4697

CREDITS

Layout and Mechanical
Paper
Cover
Printing
Composition
Cover Design
Cover
Center Photos
Inside Photos

Accuforms, Inc.
70 Pounds
60 Pounds
Accuforms, Inc.
Annual Report Compiled by the Budget Office
Budget Office
Office of Michael Rosenfeld
Cymie Payne
Craig Bayle
Judy Bibbins
Jo-Ann Bissetta
Bobby Brown
Cambridge Chronicle
Susan Flannery
Bobby Goodwin
Linda Hass
John Keys
Maclone Studio
Richard Pasley
John Riley
Cara Seiderman
Jo Solet
Maggie Stanley
Daniel J. Turner
Martin Winslow
Ging Wu



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

TEL 349-4300

FAX 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

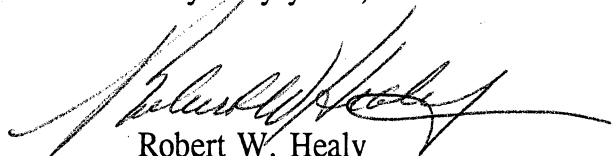
RICHARD C. ROSSI
Deputy City Manager

January 9, 1994

To The Honorable, The City Council:

Please find attached the 1993-1994 Annual Report for your information.

Very truly yours,



Robert W. Healy
City Manager

RWH/mev
attachment

Consent Agenda # 11
1993-1994 Annual Report.

S-7

In City Council,
January 9, 1995

Placed on file