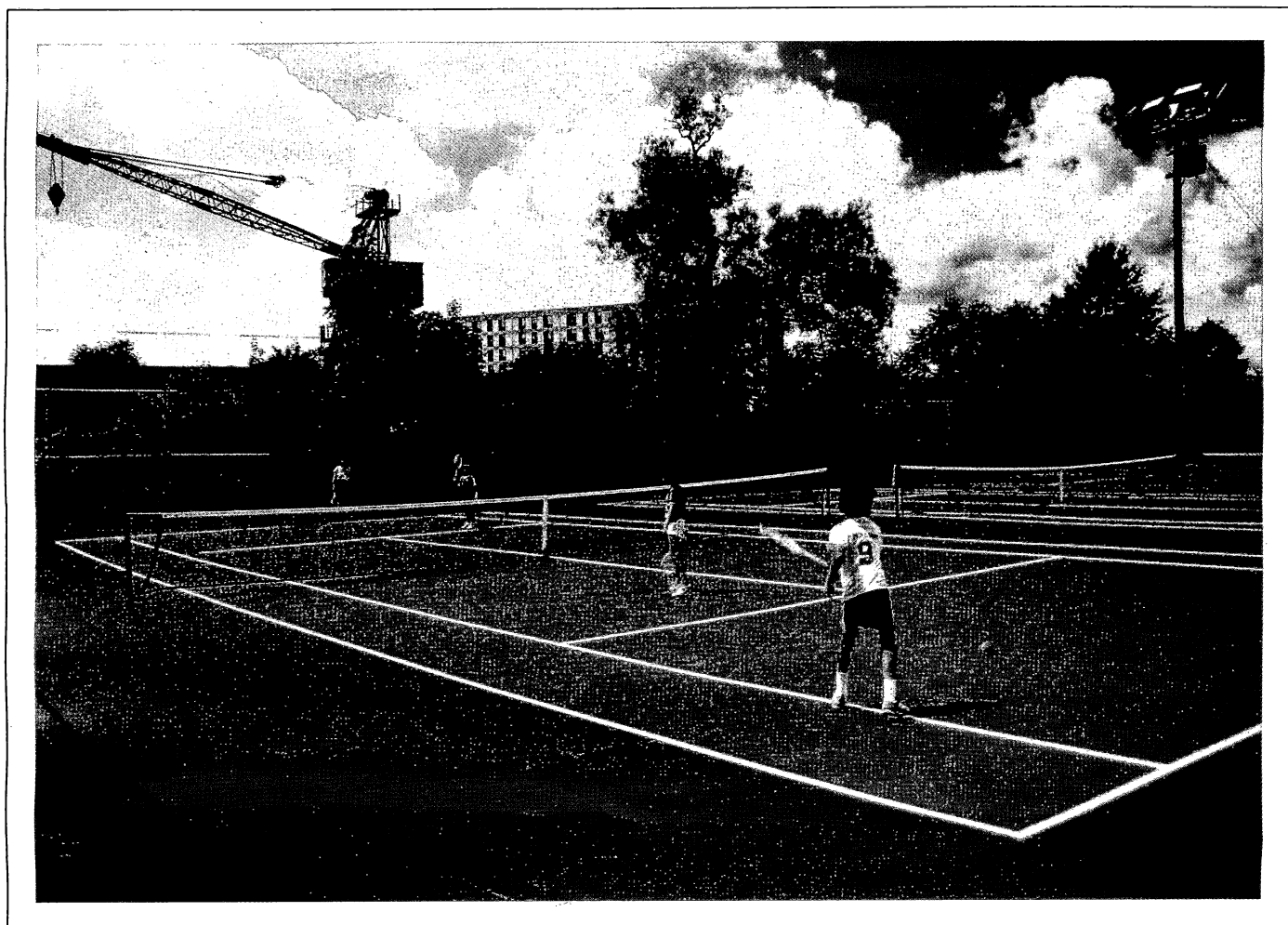


ANNUAL REPORT

1985-1986



City of

CAMBRIDGE

MASSACHUSETTS

Front Cover Photo

Rindge Field Tennis Courts - Recently resurfaced as part of the FY86 Capital Improvement Program.

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CITY OF CAMBRIDGE

Cambridge, Massachusetts 02139

Tel. 498-9011



EXECUTIVE DEPARTMENT

ROBERT W. HEALY

City Manager

RICHARD C. ROSSI

Deputy City Manager

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

I am pleased to submit the Annual Report of the City of Cambridge for the Fiscal Year beginning July 1, 1985 and ending June 30, 1986. As in the past few years, achievements in the areas of finance and economic development dominate the list of FY86 successes. The total assessed valuation of the City now ranks third in the Commonwealth of Massachusetts, behind only Boston and Newton, at \$3,616,211,487. At the same time, the residential tax rate decreased nearly \$1.00 to \$14.19 and the commercial tax rate dropped \$3.86 to \$30.83.

Sound financial practices adopted by the City Council have enabled the City to receive its third upgrade in bond rating in eighteen months. Examples of these sound financial practices accomplished in FY86 include: reduction in short-term borrowing; increased unreserved General Fund balance; improved liquidity and cash position; complete inventory of fixed assets and the development of a fixed asset accounting system; actuarial valuation of the City's pension system; and the receipt of the award for Distinguished Budget Presentation from the Government Finance Officers Association.

A five-year Capital Improvement Plan was adopted by the City Council, outlining expenditures of 79 million dollars over the next five years for reinvestment in the City's infrastructure, including sewer separation, streets, sidewalks, building renovation, open space, and capital equipment. This program reflects the City's commitment to utilize funds from a growing revenue base to Capital Improvements rather than expanding operating programs.

Cambridge continues to benefit from a strong local economy. This strong economy coupled with sound financial management has enabled the City to dramatically improve its financial condition during the last five years. The financial policies of the City Council have provided the City with a diverse revenue mix of taxes, fees, and charges while the state has continued to increase our levels of state aid. Our goal for FY87 and beyond is to maintain this revenue mix while continuing our conservative approach on the expenditure side. Continued cutbacks in federal funding and threatened cutbacks in state aid will make this a difficult task. However, the continued strong economy along with an expanding tax base indicates that the City should continue in its strong financial position for the foreseeable future.

I would like to thank the members of the City Council for their concern and support in planning and constructing the financial operations of the City in a responsible and progressive manner.

The City of Cambridge, its employees, its citizens, and its elected officials can be proud that not only is Cambridge financially strong today, but this strength ought to continue into the next decade and beyond.

Very truly yours,
Robert W. Healy
City Manager



1985

Front row, left to right, Councillor Alfred E. Vellucci, Mayor Francis H. Duehay, Councillors Walter J. Sullivan, Sandra Graham. Back row, left to right, Deputy City Clerk Joseph E. Connarton, Councillors Thomas W. Danehy, Daniel J. Clinton, Alfred LaRosa, David E. Sullivan, Alice K. Wolf, City Clerk Paul E. Healy.



1986

Front row, left to right, Vice-Mayor Alfred E. Vellucci, Councillor Francis H. Duehay, Mayor Walter J. Sullivan, Councillor Sandra Graham. Back row, left to right, Deputy City Clerk Joseph E. Connarton, Councillors William H. Walsh, Thomas W. Danehy, Sheila T. Russell, Alice K. Wolf, David E. Sullivan, City Clerk Paul E. Healy.

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, in addition to its statutory responsibilities, which among others includes the issuance of all vital records, provides through the City Clerk and the Deputy City Clerk, for the staffing of some seventeen City Council Committees, in addition to their attendance at each meeting of the City Council. The staff in the office, all of whom perform a multiplicity of duties, also serve as "unofficial ombudsmen" providing general information regarding various municipal services to the public as well as the preparation of the City Council Record. The ability of the staff to perform in a professional and efficient manner is evidenced by the fact for the second consecutive fiscal year the revenue was above projection. FY86 saw the beginning of the Recodification process for the General Ordinances as well as the installation of word processing equipment which will interrelate with similiar equipment in the City Manager's Office and the City Council Office.

Licenses and Fees

Sporting licenses	\$11,473.25
Marriage licenses	11,660.00
Sporting fees	473.20
Certified copies	63,742.69
Archery stamps	210.00
Waterfowl stamps	100.00
Duplicate licenses	14.00
Sale of Zoning Ordinances	5,228.15
Sale of General Ordinances	25.00
	\$92,926.29

Recording and Fees

Mortgages	\$18,702.00
Business certificates	5,140.00
Business certificate withdrawals	220.00
Physician	10.00
Filing of Zoning petition	450.00
Constable filing fee	450.00
Electrolysis	10.00
Going out of business	113.00
	\$25,095.00

Vital Statistics

Cambridge residents —	
Births in Cambridge.....	386

Non-residents —	
Births in Cambridge.....	1,247
Cambridge residents —	
Births Outside Cambridge.....	636
Intentions of Marriages filed.....	1,080
Marriages recorded.....	1,035
Deaths recorded.....	1,669
Delayed returns of births recorded.....	28
Affidavits of correction of births recorded.....	171
Instruments recorded.....	2,799

Law Department

Historically, the first Office of the City Solicitor was created by Ordinance in 1872. Until that time, the City had hired a lawyer each time the need for legal services arose. As governmental affairs became more complex and the workload increased, the need for the Office was clearly evident. In FY86, the department, with a staff of five attorneys, one investigator and three administrative personnel carry on the day-to-day business.

In FY86 the Law Department's activities continued to focus on its primary function, litigation. It is estimated that 105 civil law suits were commenced against the City in the Superior and District Courts of the Commonwealth. Continuing cases were heard in the U.S. District Court and the First Circuit Court of Appeals. Counsel representing the City filed appearances on its behalf in all cases.

With major emphasis on municipal liability claims of late, the City received in excess of 200 claims of this nature. Approximately 50 claims were filed before the Committee on Claims of the City Council. At present, we continue to streamline the processing of an ever-increasing claims workload and have undertaken final dispositions of claims received from the City's various departments. Further, legal counsel continues to act on the City's behalf before the Contributory Retirement Board, Civil Service Commission, Appellate Tax Board, Commission Against Discrimination, Equal Opportunity Commission and other hearings and meetings where legal counsel was requested.

The Law Department continues to be responsible for the processing of workmen's compensation claims filed by employees from the various City departments. While these cases continue to involve extensive administrative work, as well as representation at the Industrial Accident Board in Boston, we also are in the process of upgrading our present methods to reflect the sweeping changes in legislation as they apply to the administration of the newly updated compensation laws. It is estimated that in excess of 600 claims for Workmen's Compensation benefits were processed in FY86.

The Law Department also provides services to the City's department heads, as well as the Office of the City Manager, City Council members, and School Committee members by providing written opinions and legal advice as they are requested.

Finance Department

Administration

For the third year in a row, the City received an upgrading of the City's bond rating from one of the major New York rating agencies.

Moody's Investors Service raised the City's bond rating from Baa¹ to A. The Moody's increase represents the second consecutive year that this agency increased the City's credit rating. Historically, Moody's Investors Service has downgraded more issues than it has increased. For example, in 1985 Moody's downgraded 295 ratings while increasing only 241. The other major credit rating agency, Standard and Poor's Corporation, sustained its rating of A after granting rating increases in 1984 and 1985.

The change in rating is significant for several reasons. First, the upgrade places the City above the lowest tier of "investment grade" ratings for the first time since the City's ratings were lowered due to Proposition 2½. Second, moving into this rating category enables the City to achieve greater debt service savings through lower interest rates offered by bidders. Finally, the rating increase is reflective of the City's strong financial position.

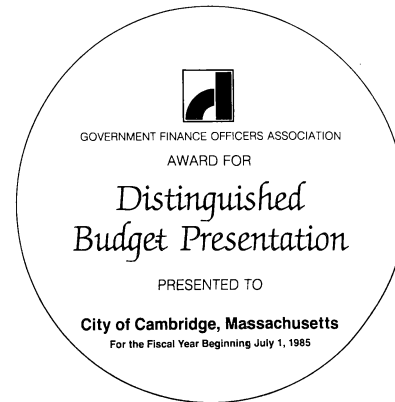
The rating increase occurred as a result of application for a rating of \$3,360,000 in general obligation bonds sold on June 25, 1986. The proceeds will be used for the construction of a public parking facility located in the Lechmere Square area. The higher bond rating and favorable market conditions resulted in a 6.14 % net interest rate for the bond issue.

The Finance Department undertook several actions to improve the City's financial reporting practices in FY86. These included the awarding of two consulting contracts to complete an evaluation of the City's fixed assets and unfunded pension liabilities submitting the City's FY85 Comprehensive Annual Financial Report to the Government Finance Officers Association for an in-house review. Each of these measures is designed to improve the presentation and analysis of the City's financial information.

Budget

The four person staff prepares the annual operating and capital budgets as well as the five-year capital improvement plan. In addition, the neighborhood budget was expanded to include the Traffic & Parking Department and a budget for Central Square as well as the seven departments included in the FY86 Neighborhood Budget. The staff continued to coordinate the city's compliance with revenue sharing rules and regulations as well as various other federal and state grants. In addition, in conjunction with the Auditing division, prepared the City's FY85 financial statements; Completed the first phase of the transition from a completely manual budget preparation system to an automated system. The first phase, which involved computerizing all personnel analysis forms, was performed in conjunction with the Personnel Division and provides for better control of the city position list; prepared the FY85 Annual Report; and

provided assistance to the independent auditor in the preparation of the audited financial statements. The staff also coordinated the preparation of a bond disclosure statement for the bond sale on July 1, 1986. The budget division received the Government Finance Officers Association award for excellence in the preparation of the annual operating and capital budget for the fiscal year beginning July 1, 1985.



Government Finance Officers Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY86 City Budget.

Personnel

The Personnel Department is responsible for coordinating City hiring and promotion practices for civil service and non civil service positions. Assistance is provided to City departments in analyzing and defining needs regarding staffing structures, position titles and descriptions, salary and pay equity issues. These technical assistance and oversight functions ensure compliance with civil service procedures, collective bargaining agreements, and sound personnel practices.

The employment services section posts positions and receives employee bids for those vacancies requiring central posting. Any necessary external recruitment is planned and carried out in cooperation with the Affirmative Action Office. Applications are processed and lists of eligible applicants are referred to departments for use in hiring for non civil service positions and for provisional appointment to civil service positions.

Under a delegation arrangement with the Massachusetts Department of Personnel Administration, the Personnel Department administers all phases of the Civil Service Labor Service. Applications for positions in the Labor Service are processed, eligible lists are certified and referrals are directed to the hiring department.

The Employee Benefits section introduced several new Health Insurance options for both active employees and retirees. It negotiated and approved the addition of five new Health Maintenance Organizations, yielding an expansion of the coverage choices for all concerned.

The department also successfully negotiated with Blue Cross/Blue Shield and employee organizations, etc., for excess health and care claims.

On the training front, sessions were offered for the first time that dealt with proper administration of insurance benefits, and procedures for preventing unnecessary unemployment claims and costs. These seminars were aimed at providing useful tools and information for dealing with problems that come up on a day-to-day basis. They were the first steps in a projected ongoing series of trainings for employees that will aid in job performance and general skill enhancement.

In Labor Relations, four collective bargaining contracts were negotiated for a three year term, while one other union went through the factfinding process without reaching agreement. The department continued to administer the collective bargaining agreements with the twelve municipal unions, including settling grievances and defending cases at arbitration. In addition, the department implemented the Fair Labor Standards Act. This act became effective in April for all state and local governments. The Fair Labor Standards Act contains minimum wage, overtime pay and recordkeeping requirements that were previously not required of municipalities, and will ultimately increase most departments overtime budgets.

Assessors

The major achievement of the Assessing Department in FY86 was the selection and implementation of computer hardware and appraisal software which has enabled the City to move all of its



Cambridge City Manager Robert W. Healy receives a check in the amount of \$679,630.00 from Philip A. Trussell, Associate Treasurer and Director of Real Estate of the Massachusetts Institute of Technology, left, as a gift in lieu of taxes to Cambridge. Others attending were, from second right, Faith D. MacDonald, Chair of the Board of Assessors; Ronald P. Suduiko, Special Assistant in the Office of the Chairman of M.I.T.; and Robert P. Reardon, City Assessor.

assessing data processing operations "in-house" from an outside service bureau. This installation, in the long-run, will provide the City a more effective, efficient and less costly appraisal program.

In conjunction with modernizing and bringing the City's computerized assessment program "in-house", the City has added data collectors and analysts to the Assessing Department staff. These individuals are responsible for performing on-site inspections of properties, analyzing and verifying sales information, and are responsible for providing property account maintenance on a regular basis. Cambridge is one of the few communities in the state which has a permanent data collection staff which demonstrates the City's commitment to ensuring that assessing information is kept current and accurate.

During FY86, the Assessing Department completed its first on-site inspection in several years of Personal Property (machinery and equipment) for over 3500 businesses. The updated information will be used in a new automated personal property system which will allow the City to keep its records current on a yearly basis.

Lastly, the Assessing Department was responsible for implementing the first residential exemption program approved by the City Council in FY86.

Purchasing

The Purchasing Department staff is responsible for the procurement of all supplies, equipment, and services for all City departments.

City departments are being encouraged to issue annual blanket orders thus reducing a duplication of effort and allowing for more timely delivery of goods and service.

An ongoing consortium bidding program which includes neighboring cities and towns, allows the City to enjoy more favorable pricing due to the advantage of group purchasing.

An effort is being made to solicit bids from the following: minority, women-owned, small, and Cambridge based businesses. Bid lists are established in conjunction with the State Office of Minority Business Assistance and the Massachusetts Department of Commerce Small Business Purchasing Program.

Performance Indicators	FY84	FY85	FY86
Purchase Orders Processed	14,000	13,500	13,400
Contracts Processed	290	359	361

Bid Openings:

Supplies, materials, services, lease/purchases, and requests for proposal	208	225	236
Construction and Demolition	31	37	36

Auditing/Accounts Payable

Further applications of computer technology have enabled the Auditing staff, in conjunction with other divisions of Finance, to facilitate the preparation of the annual financial statements and to assist the city's independent auditors, Peat, Marwick, Mitchell, and Co., to complete the audit of the financial statements on a timely basis.

Preliminary work was begun during FY86 to convert the present accounting system to the revised Uniform Municipal Accounting System (UMAS), which is more consistent with generally accepted accounting principles and will provide a more accurate statement of the city's financial condition.

In addition, the conversion to UMAS will facilitate the completion of the independent audit and make the accounting system more responsive to constantly changing financial needs.

Revenue

The Revenue Division is responsible for the billing and collection of all water/sewer, real/personal property, and excise bills. This also included demand and tax delinquency notices. In an average year, this division sends out approximately 185,000 bills and notices. Additionally, all receipts of the City are processed through the Revenue Division.

For FY86, the Revenue Division collected over 97.2% of current year real estate and personal property taxes. To further expedite the collection of real estate taxes from escrow banks, the Revenue Division provided the banks with a computerized listing and duplicate bills for the properties for which they pay taxes during FY86. In addition, the Revenue Division collected over \$2.5 million in excise tax revenue, an increase of 28% from FY85 and 69% from FY84. There are several reasons for the significant increases in revenue. First, the City in FY84 implemented an innovative "in-house" excise billing system which has enabled the Revenue Division to become efficient, timely and aggressive in excise billing and enforcement. Second, there has been a statutory change in the number of days in which payments are due to the City from 60 to 30 days. Lastly, the interest penalty for overdue payments has been increased to 12% from 8% which has increased the incentive to pay on time.

Another function of the Revenue Department is to issue Municipal Lien Certificates. Municipal Liens are required by buyers of property in the City to verify the amount of real estate tax or liens which are owed on the property. The Certificate is filed with the Registry of Deeds to guarantee clear title to the new owner. In FY86, the Revenue Division processed 3,137 Municipal Liens which generated \$63,249 in revenue. This represents a significant increase from fiscal year 1985 when 2,093 Liens were processed generating revenue of \$51,944.22. This increase reflects the strong real estate market in Cambridge.

Cash Management

In FY86, because of the continued strong cash position of the City through effective collection procedures and cash management

practices, the City reduced its Revenue Anticipation Notes (RAN) to \$10.0 million. This was a \$2.5 million dollar reduction from fiscal year 1985 and is significantly less than \$40-50 million dollar range which the City was required to borrow in the late 1970's. RANS are short-term borrowings in anticipation of real and personal tax revenues. This downward trend in borrowing is expected to continue in FY87, resulting in smaller interest costs to the City.

The City's strong free cash position is a major factor in the City's improved overall cash position. The available cash both reduces borrowing costs, as noted above, and increases interest earnings. In FY86, \$4.5 million dollars of free cash was used to fund capital improvement projects and to reduce the property tax rate. This managed use of free cash is expected to slightly reduce the City's overall cash position during the next few years.

Interest earnings generated from the investment of general fund cash reached the \$2,000,000 mark in FY86. In addition, interest earnings for the Traffic and Parking Fund and Federal Revenue Sharing Fund totalled \$562,000 for the fiscal year.

The Cash Management Division assisted in converting the method of payment for the Traffic and Parking banking services in FY86. Previously, these banking services were paid through a compensating balance system. The City changed this payment practice to a direct fee basis, which allows all Traffic and Parking Fund revenue to be invested daily. As a result of this conversion, all City banking services are now paid for on a direct fee basis.

Lastly, the Cash Management Division began the process of automating the City's cash ledger. The cash ledger is used to record and reconcile cash activity that occurs in all City bank accounts and it serves as a subsidiary ledger to the City's general ledger which is maintained by the City Auditor.

Tax Delinquency

The Tax Delinquency Unit of the Finance Department continued its aggressive effort to collect delinquent real estate taxes through the initiation of tax title foreclosure proceedings.

As of June 30, 1986, delinquent tax collections totaled approximately \$1.95 million dollars (FY85 and prior year real estate taxes). Tax title collections totaled \$831,000 with an additional \$246,000 being collected in interest charges during FY86. In addition, the City placed 439 real estate accounts into tax title with a dollar value of \$1,035,000 by the end of FY86.

These consistent and positive results are a result of the implementation of an automated tax delinquency system three years ago which made the process more timely and efficient and a policy of pursuing delinquent tax accounts quickly.

Data Processing

During FY86, a Data Processing Department was established and the first Director of Data Processing was hired to coordinate and manage the increasing need for automation in the City. Policies have been formalized for the purchase, implementation and maintenance of computer systems.

Currently, the City's central computer is a Sperry System 80. A financial accounting and budgeting system, a motor vehicle excise tax system, a prior year real estate and personal property tax system and a personnel data analysis system are currently being performed on the central computer. A retirement system is near completion.

A computer system to automate the issuance of permits was installed in the Traffic and Parking Department in the fall of 1985 and a residential property revaluation system was installed in the Assessor's office in early 1986.

A management information system to track building permits and building code violations was installed for the Inspectional Services Department in the Spring of 1986 and will be available for use by other city departments as well, such as Community Development, Health and Hospitals, Assessing, Rent Control and Fire.

Due to the increase in usage of personal computers in the City, the Data Processing Department now arranges for training in the usage and maintenance of personal computers and in the usage of popular software packages. Not only have personal computers been used for word processing, financial spreadsheets and data management activities, but they have been connected to the City's main computer as terminals to allow users to access data on the mainframe and to work with that information within the PC environment.

With the lease of the City's current central computer coming to an end in the spring of 1987, research and evaluation concerning the next generation of central computer system for the City is underway.

Employee Pension Liability

As of January 1, 1983, the City's Contributory Retirement System had an actuarial unfunded liability of \$123.8 million. In recognition of this data compiled by the Massachusetts Retirement Law Commission, appropriations totaling \$2,000,000 were made by the City Council, to begin the funding of the System's unfunded liability.

Under recent statutory amendments, the Retirement System added \$3,200,000 in FY85 to the Pension Reserve Fund from "excess interest" it earned on investments, as well as an additional \$3.8 million in FY86.

At the end of FY86 the Pension Reserve Fund had a fund balance of approximately \$9.2 million.

Claims Trust Fund

In FY85, the City Council appropriated \$800,000 to establish a Claims Trust Fund to act as a contingency against possible deficits in health insurance allotments of future years. An additional \$100,000 was appropriated in FY86. The total fund balance as of June 30, 1986 was \$973,840 which includes \$73,840 in total interest earned since FY85. All the health insurance plans which the City offers are based on a claims basis for payment so that there may be times of large unanticipated claims. It is anticipated that additional appropriations will be made in future years.

Retirement System

The City of Cambridge Retirement System is administered by a Three Member Board. The functions of the Retirement Board are to administer the law which is partially judicial and partially ministerial when determining and conferring rights for its members.

The decisions of the Retirement Board are outlined in the provisions of Chapter 32 of the Massachusetts General Laws and also the Public Employee Retirement Administration rules.

The office staff consists of six people who are responsible for maintaining the funds of said system with the exception of the Investments which are voted upon by the Retirement Board with the assistance of five capable Investment Counsellors.

Based on a formula from the Public Employee Retirement Administration, the Time Weighted Rate of Return for the City of Cambridge Retirement System in 1985 was 38%.

The total assets of the System as of December 31, 1985 were \$73,801,619.98, of which \$9,209,993.27 has been set aside for the Pension Reserve Fund. This amount will reduce the unfunded liability of the City's Retirement System.

At the present time there are over 3,000 active members of the Retirement System, 276 inactive, 1300 Contributory retirees and 240 Non-Contributory pensioners.

General Services

Printing

The Print Shop provides printing, binding, duplication and mailing services to all City departments. Accomplishments for FY86 included the completion of 1,800 jobs, of which approximately 10,000,000 were Printed Impressions. The Print Shop also printed over 600,000 envelopes during the year.

Microfilm

During FY86, the microfilm staff filmed, indexed and cataloged a total of 290 individual reels of film or 580,000 images. Microfilming activities were performed for the following departments: Law, Assessors, Purchasing, Treasury, Payroll, License Commission, Hospital and Personnel. The process of roll duplication has been updated and a Jacket and Microfiche System has been implemented for the necessary departments.

Elections

Although the historical record of 1721 reported a minor scandal over two men accused of double voting during the election of

a representative, no single authority was responsible for supervising the voting process until the 1921 establishment of the Election Commission. A rapidly increasing Cambridge population and new, more complicated election laws immediately justified the body's existence.

The Commission is composed of two Republicans and two Democrats appointed by the City Manager from a list submitted by the City Committee of each party. The Commission supervises the counting of the proportional representation method of voting, a complex procedure that can last up to a week. Implemented in 1940, PR voting demands a great deal of time and patience but also ensures representation to minority groups and stimulates more citizen participation in the electoral process.

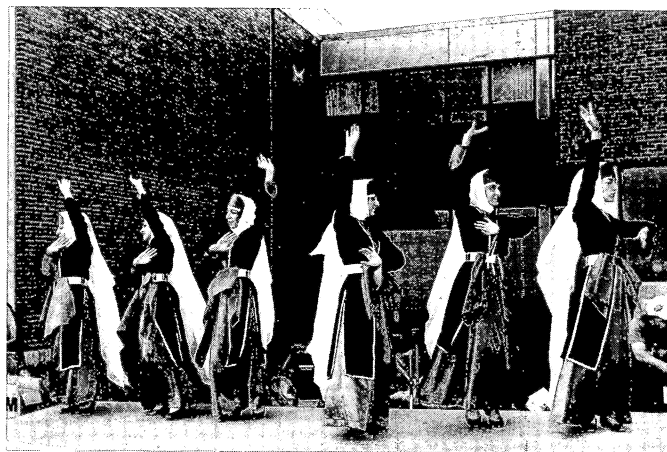
During FY86, the Election Commission supervised a Municipal Election with 50% of the City's registered voters casting ballots on November 5, 1985. In addition, the Commission conducted the 1986 State Census in accordance with state law.

The Commission strives to make it as easy as possible for citizens to register to vote. The office, located at 362 Green Street, is open each business day for registration and in addition, 31 sidewalk registration sessions, 31 special sessions, and 4 sessions in each of 11 neighborhoods were conducted prior to the registration deadline.

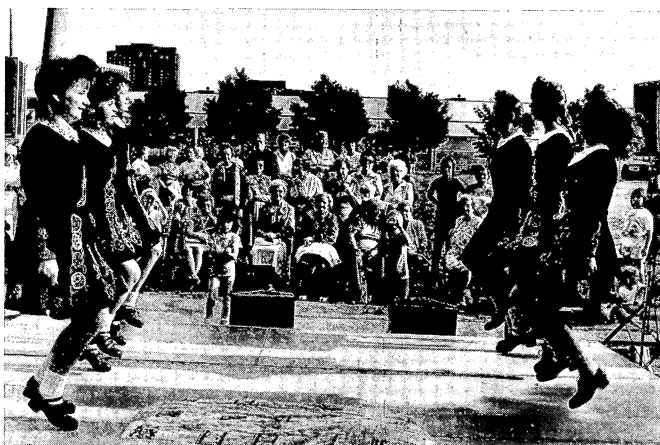
Cambridge Arts Council

Eleven years of providing Cambridge with quality artwork in schools, parks, community centers, elderly housing, subway stations, and on walls everywhere has earned the Cambridge Arts Council local as well as national praise. Recent collaborations with other cultural organizations such as the Dante Alighieri Center and the Cambridge Multicultural Arts Center ensure that our audience continues to grow, including all age groups and neighborhoods of Cambridge.

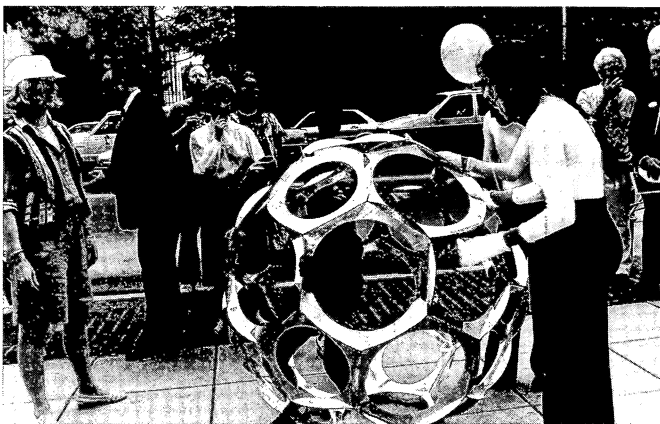
The generous support of the people and businesses of Cambridge—who have contributed over \$175,000 toward our programs over the past two years—helps us to maintain a high level of activity. Funding for the arts in Cambridge has been enhanced through Cambridge Businesses for the Arts — an organization recently formed to take advantage of the corporate matching grant program of the Massachusetts Council on the Arts and Humanities. Our monthly page in the *Cambridge Chronicle*, "Artsline," now in its second year, has proven to be a successful means of communicating our programs to the community; it plays a large role in the renewed attention from the print and television media which we have enjoyed during the past year. Activities of the Arts Council during FY86 included:



The Garni Dance Troup (Armenian Dancers) at the East Cambridge Celebration, part of the 10th Annual Cambridge River Festival.



Fitzmoris Moran Irish Dancers at the East Cambridge Celebration, part of the 10th Annual Cambridge River Festival.



Member of "Odyssey Mime" playing with onlookers at the 10th Annual Cambridge River Festival opening day festivities in front of City Hall.

Community Arts Program

The Community Arts program has continued to fund Cambridge artists to work with community groups, schools, libraries, and other city agencies on projects which encourage cultural education and development. \$80,000 in Arts Lottery and CityArts funds were dispersed for Community Arts projects in FY86, for a total of 47 Arts Lottery grants and 19 CityArts grants. Major programs funded included the First Cambridge Jazz Festival, City-Step Dance Theatre's Spring Concert, the "Lifelines" Oral History Project, and the Dorothy Arzner International Film Festival. Public concerts funded included music at the Central Square branch library during Black History Month, the Elder Chorus at Millers' River Housing, Gospel and South American evenings at the Nameless Coffeehouse, and many performances by smaller ensembles and orchestras. Classes and workshops included the Folk Arts Network's Community Music Outreach, theatre workshops at the Boys and Girls Club, and after school art classes at schools and in senior centers. Many of the programs funded represent continuing projects which have come to fruition under ongoing support by the Cambridge Arts Council.

Public Art

The award-winning Arts On The Line (AOTL) program completed its eighth year with several major achievements. The installation of Dimitri Hadzi's granite sculpture "Omphalos", and Gyorgy Kepes's stained glass wall in Harvard Square marked the completion of one program of AOTL, which integrated 20 site specific artworks into the Red Line Northwest Extension stations. To commemorate the success of the program, a 25 minute, 16 mm color film was commissioned from Northern Light Productions, and was enthusiastically received at a premier in June, 1986. Artists were selected to create permanent works for Central Square and Washington Red Line Stations, as part of AOTL's Station Modernization Program. A Temporary Artworks program of Station Modernization was also initiated, and 21 artists from a wide range of disciplines were selected to create temporary artworks and give performances in seven MBTA stations under construction.

One Percent for Art. Two new sculpture projects were commissioned this year, and are scheduled for installation in the Fall of 1986. Front Park, a new park in the East Cambridge development area, will receive a work entitled "Gate House", and Dana Park, in Cambridgeport, will be renovated and receive a work by local sculptor David Phillips. A public art competition was conducted for the Donnelly Park playground, and finalists were selected by community representatives and the Public Art Commission. Twenty-eight artworks by eighteen Cambridge artists, purchased last year for the Cambridge Hospital, were installed for the appreciation of patients, visitors, and staff.

A 28' x 46' mural, commissioned by the Arts Council in conjunction with the Consortium of Local Arts Agencies of Massachusetts, was completed on the Pearl Street wall of the Green/Franklin Parking Garage. "Crossroads" is a collection of

images of the diverse people and surroundings of the Central Square neighborhood, and was completed with the help of many community volunteers.

Cambridge River Festival

The Cambridge River Festival celebrated its tenth anniversary this year with a week of community festivals, art exhibitions, school programs, and free performances, culminated by the traditional Festival Day on the banks of the Charles River. The theme of the festival was "Bridges," recognizing the literal and metaphoric bridges within the City of Cambridge — from the bridges over the Charles that are the backdrop for Festival Day activities to the many connections between past and present, old and young, artists and community members, and the various neighborhoods of Cambridge. From Opening Day on the steps of City Hall to East Cambridge's "Living Bridges" celebration, from the Children's Day at the Fitzgerald School to the Caribbean Carnival at Riverside Press Park, Cantabrigians were delighted with activity from one end of town to another. Of special note was the residency at Cambridge Rindge and Latin School of New York's "The Family", an internationally-known multi-cultural theater company. Some twenty actors, singers, dancers, musicians, and theater technicians taught workshops at the school for a week, completing their stay with two free performances of their Chekhov adaptation "The Marriage Proposal", which included CRLS students. The River Festival drew the attention of many local media sources; WGBH's redoubtable Robert J. Lurtsema served as host for an Italian operatic comedy at the Dante Alighieri Center.

Artist Registry Services

The Arts Council continues to maintain two Artists' Registries. *The Performance Bank* is a free listing service which makes available to community groups and other entertainment bookers information on, and sample materials of, over 350 performing artists and groups. *The Art Bank* is a visual artists slide registry, used in the selection of artists for public art projects, and is available by appointment to anyone seeking artists' services. The Art Bank has slides of the work of over 900 artists on file, and has been updated and computerized over the past year.

Special Projects: City Beautification

In the Fall of 1985, the Cambridge Arts Council began its City Beautification project with the distribution of over 100,000 Holland tulip and daffodil bulbs for planting in public spaces by city departments and agencies, community groups, schools, and neighborhood organizations. By May 1986, the city was bloom in flowers, and a second phase of the project was begun thanks to a special grant from a private foundation. Thirteen sites, for a total of 13,800 square feet of public space, were chosen to receive annuals and perennials in June 1986. The enthusiastic cooperation and participation of the DPW, the MDC, and the Cambridge Redevelopment Authority were instrumental in the implementation of this project.

Exhibitions

The Cambridge Arts Council's "Gallery 57" has continued to provide a full schedule of exhibitions, including the work of emerging local artists, community organizations, and occasional school programs. Especially interesting shows during the past year included a photographic history of town commons in Massachusetts, accompanied by plans for Central Square renovation, a full scale sculptural installation by a Filipino artist living in Cambridge, and the final projects of the Cambridge Oral History Center's "Lifelines" program, which has been nationally recognized as a pioneer effort in the field of oral history.

Through its diverse programs, the Cambridge Arts Council reaffirms its commitment to enriching and nourishing the cultural life of Cambridge's unique population. We continue to share our expertise with other local arts agencies throughout the country, and to assist, respond to and encourage the growth of the city's cultural organizations as well as its citizens. Our programs have become increasingly visible and are often cited as model projects. In addition, many of them have been featured on television and radio, as well as in major newspapers and national publications. As the Cambridge Arts Council enters its second decade, we look forward to continuing in this tradition of providing dynamic and innovative opportunities for our growing city.

Animal Commission

The Cambridge Animal Commission (CAC) witnessed a major staff reorganization during FY86 with the appointment of a new director and the addition of one animal control officer. This Commission which consists of a seven member board addresses all aspects of animal welfare control and care. The three person staff is responsible for enforcement of City ordinance 998 (leash/scoop law) and state statutes relating to licensing and care of animals (Mass. Gen. Law, Chapter 140, Chapter 272). Citations are issued to owners that do not walk their dogs on a leash, clean-up after the dog, or have an animal licensed.

CAC also issues dog licenses. Revenues received from licensing was \$14,946 for the fiscal year.

The Commission offers a low cost spay/neuter program for dogs/cats; animals for adoption that are unclaimed; health care information; and a humane literature library.

Fire

During FY86, the Cambridge Fire Department responded to 10,327 calls for service, a decrease of 45 calls over the preceding time period. The department also responded to twelve (12) multiple alarms and 221 building fires during this time period. The

departmental budget of \$10,562,920 supports 284 sworn personnel and 4 non-sworn personnel.

In the spring of 1986, the department placed into service a new 85-foot aerial ladder and two new hose wagons which will improve the overall efficiency of the department's operation. In addition to these capital purchases, the department has also purchased various pieces of equipment needed to handle any accident involving hazardous materials.

On May 18, 1986, eleven (11) recruits graduated from the City's Fire Academy. These recruits, as well as other members of the department, participated in intensive training/education programs for firefighters. Training sessions are conducted at both the company level and department-wide. Members have been instructed in a variety of topics ranging from building construction to CPR recertification to first responder training.

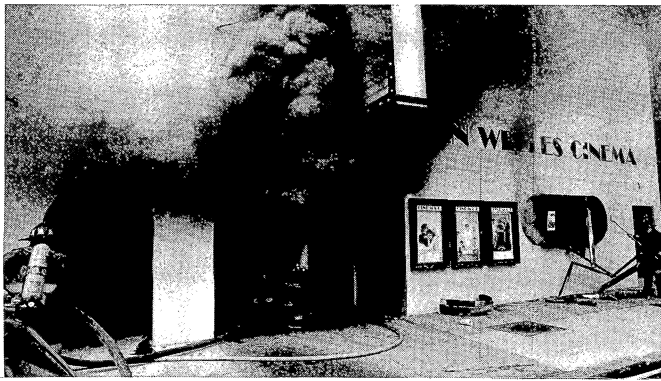
Fire prevention activities during FY86 included:

- Code enforcement of the smoke detector laws specifically three (3) to five (5) family dwellings;
- Hotel Safety Program which called for the inspection and extensive alarm and evacuation testing of all hotels in the city;
- A School Safety program was developed for a sustained education program in the public schools designed from the National Fire Protection Agency's Learn Not to Burn Program.
- Implementation of new State and Federal regulations on underground storage tanks requiring all owners of tanks to register them with the department and the Commonwealth of Massachusetts. The department is in the process of developing guidelines for the testing and monitoring of these registered tanks for leaks;
- Plan reviews for new construction; and
- A special inspection program was instituted targeting restaurants with specific emphasis on hood suppression systems.

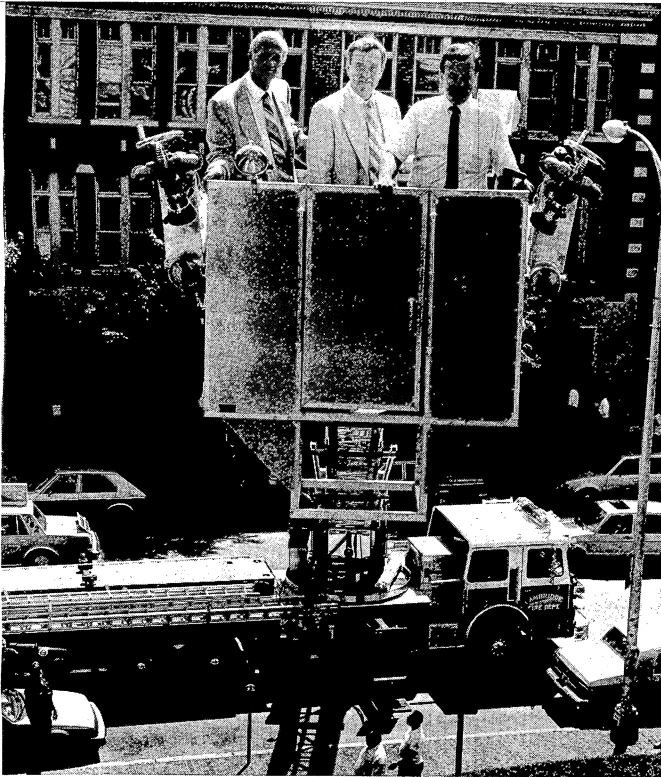
The four-member Arson Squad investigated all fires of suspicious origin within the city. All members of this squad received extensive training as arson investigators. Unit operations for the past year included the investigation of 62 structure and 52 motor vehicle fires. Several arrests and convictions were made possible by this squad.



Firefighter at three-alarm fire on Columbia Terrace.



On arrival at a major Massachusetts Avenue fire.



Fire Chief Thomas V. Scott, City Manager Robert W. Healy and Deputy City Manager Richard C. Rossi, inspect new Aerial Tower placed into service in the Spring of 1986.

Department Responses

Year	Fire Duty & Other Service	Emerg. Med. Services	False Alarms	Mutual Aid	Total
FY84	6079	2832	1002	215	10,128
FY85	6471	2497	1136	268	10,372
FY86	6586	2349	1107	285	10,327

Police

Serious crime remained stable in the City of Cambridge in calendar year 1985 when compared with 1984. A twelve percent decrease was recorded in 1984 which represented the largest yearly drop of crime in the City since 1977.

(Because of the seriousness and frequency of occurrence, eight offenses (murder, forcible rape, aggravated assault, 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.)

The 1985 Part I crime index of 6,227 was comparable to last year's total of 6,220. No murders were recorded in the City compared to six last year. Burglary also remained stable. Crimes which recorded a decline included Forcible Rape (-13%), Robbery (-2%), Aggravated Assault (-15%), and Motor Vehicle Theft (-9%). The only major crime to record an increase was Larceny (+7%).

Crime	1984	1985	% change
Murder	6	0	---
Forcible Rape	31	27	-13%
Robbery	377	365	- 2%
Aggravated Assault	365	312	-15%
Burglary	1415	1410	---
Larceny	3038	3256	+ 7%
Auto Theft	1388	1257	- 9%
	6620	6627	---

During the period of July 1, 1985 to June 30, 1986, the Cambridge Police Department effected a total of 3,305 arrests. Of these, 1,034 were for felony charges while 2,271 were for misdemeanors.

For the fiscal year ending June 30, 1986, the Cambridge Police Department consisted of 260 sworn officers (compared to 258 for 1984).

Of the total, 175 officers were assigned to the patrol divisions, Day Patrol Operations and Night Patrol Operations. Patrol has as its primary function the delivery of police services to the community.

The two patrol divisions were responsible for issuing 12,376 moving vehicle citations and 99,669 parking violations in FY86. In addition, the Traffic Division issued 3,106 moving vehicle violations and 44,636 parking violations.

During the fiscal year, the Criminal Investigations Division conducted a total of 1,127 investigations resulting in 298 arrests and \$451,463 in recovered property. With a commitment to ongoing training, C.I.D. personnel attended schools in Rape Investigation, Crime Scene Investigation, Drug Seminars, Homicide Training, and Criminal Interrogation and Interviews.

The Rape Unit of C.I.D. investigated 54 sex crimes resulting in 32 cases being cleared with 31 arrests and 10 cases as unfounded.

The Bank Unit consisting of one detective investigated fraudulent check cases involving \$200 or more due to the tremendous

volume of bad checks. 130 cases were investigated resulting in 15 arrests and \$43,616 in recoveries.

All members of the Vice/Narcotics Unit have been trained in narcotic detection and suppression in the federally sponsored DEA schools. During the past year, the Unit has accounted for the seizure of a large quantity of harmful drugs, eight firearms, and approximately \$40,000 in currency through court directed forfeiture directly resulting from search warrants and street arrests made by members of the Unit.

As in the previous year, the Youth Division of the Police Department, in cooperation with the School Department, conducted a Youth/Police Awareness Program. Every Friday, a different eighth grade class is transported to the Police Station for four hours of lectures, films, a guided tour, and voluntary fingerprints. The program acts as a very positive way for police officers to meet, interact, and get to know the young people and future adults of the City. The program also indoctrines the City's youth to the criminal justice system. During the 1985-1986 school year, over 700 young people participated in the program.

On March 16, 1986, the Cambridge Police Academy graduated its 1986 class of 12 officers. The newly sworn officers were all assigned patrol duties. In the next fiscal year, the Department is scheduled for a class of eighteen recruits.

The Services Division, responsible for providing support services and functions to the entire department, completed conversion of the marked vehicle fleet to a lease/purchase plan with Chevrolet Impalas. The Department now has 21 cars and two prisoner vans covered under this agreement. The impact on costs, downtime, fuel usage, and equipment condition has been positive, largely through the efforts of the in-house staff including a full time mechanic.

The Detail Office processes requests for paid, outside details. This year a new surcharge system was instituted to reduce the amount of overdue receivables. A 1.5% surcharge is applied to any account which is thirty (30) days overdue. The system has proved to be an effective deterrent to payment delinquency.

The Community Services Division expanded the number of community crime watches throughout the City to a total of 34. The new crime watches included the areas of Tobin School, Woodrow Wilson Court, Newtowne Court, Roberts School, Agassiz School, and 808 Memorial Drive.

The Inspectional Services Division, responsible for investigating citizen complaints against police officers as well as staff investigations, conducted a total of 31 investigations. Seven (7) of these were resolved, two (2) were partly substantiated, 13 were unfounded, five (5) were not sustained, three (3) were sustained, and one is still in the process.

Traffic & Parking

During FY86 the department utilized its capital investment budget to streamline and upgrade the operations of various divisions within the department. This upgrading has resulted in a more efficient operation for both employees and citizens who utilize our services.

To accomplish these goals the department has purchased new equipment and developed new programs. The total cost of these projects was \$340,060.00.

The residential Parking Permit program upgraded its computer operations and developed new programs to expedite the issuance of resident parking stickers and visitor permits. This resulted in shorter waiting lines and increased requests for stickers through the mail. A breakdown of transaction is as follows:

<u>Type of Transaction</u>	<u>No. of Transactions</u>	
	<u>In Person</u>	<u>Mail</u>
Senior Citizen	4,954	362
Handicapped	127	25
Resident Sticker	32,931	3,665
Visitor Permit	63,885	500
	101,897	4,552

The Green, Franklin, Pearl Municipal Parking Facility had been experiencing vandalism caused by unauthorized persons entering the garage. In order to deny access to the facility, heavy gauge steel grilles were installed on all first level openings. The installation of the grille work has reduced unauthorized entry and at the same time maintained high levels of visibility and air circulation.

The surfaces of the parking facility underwent sealing and water-proofing. The project stopped surface deterioration and serves as a preventive maintenance measure for the future.

The third and final goal in our capital improvement program was to upgrade our existing traffic signal system. A great majority of our traffic signals are electro-mechanic devices that are over 20 years old. The average life span of this type of device is 15 years. Our current upgrading program is expected to be accomplished in five phases. The first phase is to purchase and install a master computer that will eventually control all the traffic signals in the City. All traffic signals along Broadway will be converted to solid state controllers and will be tied into the computer which will be located at Traffic and Parking. Upon the completion of all phases, traffic signals can be preprogrammed to move traffic in and out of the City with the least amount of congestion. The system also has the capability to be preprogrammed to handle traffic volume for special events and emergencies.



View of a residential street showing a Handicapped/Disabled Veterans only parking space.

The first phase of this program is expected to be completed in the fall of 1986.

The East Cambridge Parking Facility has been opened to monthly parking and Phase II of the construction of a second adjacent garage has begun.

The Department has worked closely with the Handicapped Commission in providing additional on-street Handicapped/Veteran parking. At the present time we have increased on-street parking spaces to 124 at 74 legally enforceable locations throughout the City.

These programs along with our normal activity of pavement markings, sign postings, parking meter maintenance and collection, the collection of outstanding parking tickets, and the enforcement of Parking Rules and Regulations has increased the activity of the Department. It is our desire to satisfy the resident and other users of our services in an efficient manner.

Inspectional Services

The Inspectional Services Department was created in 1983 by a Home Rule Petition of the Cambridge City Council, which was enacted into law by the Governor and State Legislature.

In effect, all code inspectors of the former Health and Building Departments have been placed under the supervision of the Commissioner of Inspectional Services. This department is responsible for enforcement of all relevant laws and City Ordinances which pertain to the Massachusetts State Building and Sanitary Codes.

Centralization of code enforcement has resulted in better supervision of inspectors, reduction and duplication, simplification of procedures, and a record control system of code violations.

In addition the Inspectional Services Department is self-supporting with revenue being increased from \$248,000 for FY80 to \$2,084,616 in FY86.

Item A

Number of Permits Issued

Building	1866
Plumbing	1107
Gas	972
Wire	1659
Elevator	83
Milk Licenses	711
Special Builders Licenses	473
Annual Builders Licenses	1221
Certificate of Occupancy	326
Elevator Tests	744
Appeals Zoning Cases	114

Item B

Revenue

Building Permits	\$1,524,759
Certificate of Inspection	150,710
Plumbing Permits	78,499
Wiring Permits	64,846
Elevator Permits & Testing	79,942
Zoning Appeal Filing Fees	38,265
Certificate of Occupancy	16,172
Gas Permits	17,973
Milk Licenses	3,534
Builders Licenses (Annual)	11,835
Massage Establishments	7,450
Builders License (Specials)	6,105
Retail Food Certificates	13,811
Boarding & Razing	26,399
Food Processors & Manufacturers	4,700
Mobile Food Services	1,220
Package Stores	2,700
Retail Wholesale Bakeries	1,833
Food Handlers Alcohol/Non-Alcohol	33,263

Total Revenue

\$2,084,016

Item C

Other Activities

Plan Reviews	540
Fire Department Referrals	98
Court Hearings	467
Special Reports	59
Places of Assembly Inspected	1800
Complaints Received	4230

License Commission

The License Commission, comprised of a chairperson, the Chief of Police and the Chief of the Fire Department, is charged with the responsibility of issuing and enforcing all food and drink, lodging, vehicle and certain miscellaneous licenses. The Commission regulates approximately 1600 premises, 248 taxis, and approximately 900 taxi drivers. The Commission meets on the second and fourth Tuesday of each month at 6:30 PM-this allows for greater community participation and involvement in the decision-making process of the Board.

This Commission works very closely with several other City agencies-principally the Fire, Inspectional Services, and Traffic

& Parking Departments-before a license is issued and in the enforcement of rules and regulations of said license. The License Commission is also one of the larger revenue producing departments in the City. FY86 was no exception with close to \$1,000,000 being collected. Licenses to sell and serve alcoholic beverages continue to be the largest revenue category for this commission. During FY86 the following license revenue was secured, by category:

License	FY86 Revenue
Alcoholic Beverages	\$586,088
Common Victualer	26,905
Innholder	4,400
Lodging House	86,200
Storage of Inflammables	99,235
Shops Sales	5,675
Hackney/Drivers	26,786
Motor Vehicle-Related	87,417.50
Entertainment	56,338
Sports/Recreation	2,700
Reproduction Fees	108.15
Hearing Fees	7,761
Miscellaneous Fees	2,240
Total	\$991,853.65

In the areas of enforcement, The Commission has been very active in investigating citizen complaints brought against license holders-primarily taxi cabs and liquor establishments.

Part-time civil investigators were added to the License Commission staff in late FY86 in order to collect and update routine data once a year on each license holder, to verify compliance with special license conditions imposed on a particular license holder, and to collect objective data both as to license holders which are the subject of citizen's complaints and as to license applicants. These part-time civil investigators also attend to those licensing matters which police officers cannot get to on account of numerous priority calls. During FY86 the Commission formulated a training plan for these investigators, which included training on a portable sound level meter, a portable light level meter, and camera equipment. Further, at the end of FY86 resumes were collected by the License Commission for the newly created full time position of Executive Secretary.

The License Commission during FY86 articulated the expressed policy goal of only allowing that level of business licensing and economic development which is consistent with the predominant character of a particular area. In adopting this policy the License Commission acknowledged it was neither "pro neighborhood" nor "pro business." The License Commission has therefore formalized its role as a balancing agent between the city's need for a strong economic climate and the city's need for reasonably safe and quiet residential areas.

With respect to residential areas, the Commission's policy means that no new license is to be granted if that license would harm the tranquility, peace, and quiet of a predominantly residential area, and existing licensees must operate so as to avoid harming the tranquility, peace, and quiet of predominantly residential areas. This expressed policy served as the legal basis for denying 6 liquor licenses and 14 cinema licenses in Porter Square, 4 live entertainment licenses and 1 nightclub license in the residential area of Central Square, for successfully rolling back the hours of 2 nightclubs in the residential area of Central Square, and for establishing caps on liquor licenses in six delineated areas saturated by bars, alcoholic beverage restaurants, and package stores. The six delineated "cap" areas are principally along Massachusetts Avenue from Lafayette Square to Alewife Brook Parkway, and they include the Harvard Square area, the Central Square area, and the Porter Square area. At the end of FY86 a Commission hearing was held on imposing a liquor license cap on the Inman Square area. No exceptions to the caps policy were allowed during FY86.

As part of the evidentiary proceedings for the 6 liquor and 14 cinema license applications in Porter Square, the Commission selected an independent traffic consultant to conduct a traffic analysis of Porter Square and the proposed development impact on Porter Square traffic. The Porter Square developments thus imposed the duty upon the Commission to approach the role of an urban planner, which duty was successfully discharged by the Commission.

With respect to businesses, the Commission's policy has served as the basis for allowing restaurants in commercial areas to use sidewalks and plazas for dining "al fresco", even over opposition from citizens regarding such use of public space. Also in furtherance of its citywide neutrality between businesses and residents, the Commission during FY86 whenever reasonably possible operated out of negotiated settlement, compromise, and consensus. As a corollary to its policy formalizing its role as a balancing agent between residents and businesses, the License Commission has also adopted a policy favoring out-of-court negotiated settlements, compromise, and consensual resolutions among competing interests. However, the Commission insists that each out-of-court settlement immediately provide both certainty and reasonableness as to what will be allowed and what will not be allowed on the licensed premises.

Inevitably, since negotiated settlements are not always possible, the License Commission was the subject of three new actions in the Superior Court during FY86. One case was brought by a licensee seeking to set aside an out-of-court settlement reached between the License Commission and the licensee's Trustee-in-Bankruptcy. Successfully combining the state licensing laws with the federal bankruptcy laws, the City got this case quickly dismissed. The second case was brought by a non-alcoholic beverage restaurant seeking to invalidate the Commission's Harvard Square "cap" policy. This case was still pending in the Superior Court at the end of FY86. The third and final case was brought by a Central Square nightclub whose liquor license was indefinitely suspended, whose hours were rolled back to 1 a.m., and whose entertainment license was restricted to the street side of the premises. This third case was also still pending in the Superior Court at the end of FY86.

During FY86 the License Commission also adopted a policy of increasing input from Cambridge residents, Cambridge businesses, and relevant city officials.

- Free mailing of all Commission hearing agendas to Cambridge residents and Cambridge businesses.
- Frequent communication with both business groups and resident groups as to how the Commission may assist in successfully resolving pressing problems.
- Active solicitation of opinions from business and resident groups prior to issuing any new licenses.
- As a matter of policy, sitting down for hearings with all applicants for non-alcoholic beverage restaurants, extension of hours, and entertainment licenses, although not legally required to do so.
- Providing a verbatim stenographic record of each hearing so that business people or residents may verify what was actually said and by whom at Commission hearings.
- Under the direction of the City Manager, the Commission coordinates with the Assistant City Manager for Community Development, the Traffic Director, and the Inspectional Services Commissioner to facilitate exchange of information and to avoid a developer's technique of "divide and conquer" with respect to City officials.
- Coordinating with the Middlesex County District Attorney's Office and the State Attorney General's office to increase effectiveness in areas of common concern.

Late in FY86, the License Commission drafted a proposed ordinance comprehensively regulating obstructions in the public way. This proposed ordinance has been transmitted by the City Manager to the City Council for its action.

The License Commission during FY86 also began to formalize a network of licensing officials nationwide, so as to facilitate the exchange of licensing information and ideas in problem areas.

The License Commission during FY86 continued to supply administrative support to the Cambridge Pole and Conduit Commission, the workload of which has increased significantly with the construction of Cambridge's Cable TV system. Also during FY86 the License Commission began an exchange of information with the Cambridge Consumers Council to assist in the satisfactory resolution of consumer complaints lodged against license businesses by Cambridge residents.

During FY86, plans were formulated to implement the following during FY87:

- Improved coordination with the Inspectional Service Department regarding premises regulated by the department and the commission; a central computer with work stations in both the Inspectional Services Department and in the commission office will enable both agencies to act in a timely and harmonious fashion.
- On-site visits to each licensed premise to update data.
- Faster responses by commission personnel as to requests for information and services.

- Implementation of a training and re-testing program for cab drivers to verify knowledge of city streets, the location of major facilities, and to test knowledge of the rules and regulations for cab drivers.
- Greater enforcement of the commission's cab regulations during weekends and evening hours.

Weights & Measures

It is the responsibility of the Weights and Measures Department to insure that equity and fairness prevails between buyer and seller in determining the quantity of goods involved in all business transactions in the City of Cambridge. All sales of goods and services in which measurement is a criterion such as food, heating fuel, and gasoline are within the purview of the department's daily activities. The Sealer of Weights and Measures enforces all laws, ordinances, and regulations relating to the accuracy of weight and measuring devices used by local business establishments. Thus, the sealer tests, seals, adjusts, or condemns various weighing and measuring devices used in commerce activities. In addition, pre-packaged food and merchandise are inspected for compliance with weight, measure, and count requirements, and the "unit price" law is strictly enforced by the department. Currently, the Sealer also serves as a member of the Cambridge Consumer Advisory Council.

Scales sealed	687
Scales adjusted	42
Scales condemned or not sealed	19
Weights sealed (apothecary, metric, troy and avoirdupois)	935
Gasoline meters sealed	337
Oil & grease measures sealed	2
Taxi meters sealed	301
Wire rope & cordage meters sealed	2
Heating oil systems sealed	35
Unit Price Inspections	42
Re-tests of gasoline meters	280
Package reweighing for correct and price indications.	10,329

Electrical

One of the many responsibilities of this department is the installation and maintenance of the city's 5000 street lights. The latest models in use are energy efficient, sodium lamps which not only reduce spiraling costs and conserve energy, but also increase the amount of light emitted.

The department is also involved in overseeing the construction of the city's cable television system, consisting of 120 miles of aerial cable, and the installation of cable in municipal buildings.

The electrical department manages four divisions consisting of fire and police signal, fire alarm operators, electrical services, and radio communications.

The fire and police signal division is responsible for the extensive fire alarm system consisting of 65 miles of cable, 650 fire boxes and 40 police boxes.

The fire alarm operators received and redirected 10,800 calls for fire and medical services, and 300 business calls per day.

The electrical service division was responsible for supporting all departments in the installation and maintenance of electrical systems and maintains 600 lights in recreational areas, streets, and outdoor parking facilities, and was involved with capital projects concerning buildings and recreational areas.

Radio communications manages and maintains seven radio systems consisting of 300 portable and mobile radios.

The department was successful in budgeting funds to install a new city wide radio system, that will be utilized by all departments, and replace the 65 year old fire alarm central control system. This equipment will be installed in a newly renovated space at the electrical department.

Emergency Management

The Cambridge Emergency Management Department is the successor to the former Civil Defense Department. The name was changed to reflect major changes being made in emphasis taking place in both the Massachusetts Civil Defense Agency and the Federal Emergency Management Agency. These agencies are moving away from preparation for the hazards of nuclear war and working instead on preparing governmental responses to natural and man-made disasters. Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 49 entities in Cambridge licensed to possess and use radio-nuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 12 laboratories licensed to perform biogenetic work using Recombinant DNA and a laboratory involved with the large-scale culturing of AIDs virus.

These hazards, although small in scale, are uniquely diverse and present a real challenge. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards.

The ability of the City to cope with hazardous material incidents will soon be enhanced by the installation of a system of personal computers linking and Emergency Management Department, Fire Department, Fire Alarm office and Health Department. This computer system, paid for, in part, with Federal Emergency Management Agency funds, will provide a hazardous material database, and an inventory of both hazardous materials and decontamination resources. The computer located at the Emergency management Department office will be able to access the FEMA IEMIS computer which provides excellent computer graphics to perform plume trajectory and puff dispersion modelling of hazardous material spills. All units also will be able to access the CHEMTREC data bank for chemical information.

The department also coordinates an annual mass casualty disaster drill in cooperation with the South Middlesex Hospital Association.

Public Works

Public Works activities continue to reflect changing characteristics of urban life. To meet public demands, in an era of limited financial resources, requires what is described as "innovative solutions to Public Works programs," which combine the newest technologies with historical practice to join with other city agencies in completing a variety of projects which involve the public infrastructure through all areas of the city. FY86 saw the continuance of the larger street construction program; planning for significant building renovation projects and utility improvements; continuance of routine daily operations to insure a level of housekeeping activities to meet all standards.

During the year, work began on streets which include Harvard, Pearl, Huron, Kirkland and Oxford. Progress has been slow with completion expected before the end of calendar year 1986. Mount Auburn Street reconstruction was completed with general public acceptance of new street alignment and channelization, new street tree planting and landscaping, and traffic signalization. Scheduled for completion during 1987 are similar projects involving more than thirty streets in all neighborhoods.

The summer construction status report indicates public buildings in excess of 111 million dollars underway involving, two Cambridge Redevelopment Authority Projects; three MBTA; 15 parks and playgrounds; four public facilities including two parking garages and two bridges; 12 roadway projects and five utility projects including Cable Television and underground electric and sewer separating programs. All of these projects are given review and inspection by Engineering Personnel.

The utility study involving three general areas, Simplex, Alewife and a Massachusetts Avenue corridor is complete. Recommended improvements, with cost estimates, are now available and will be planned for future construction to meet year 2020 needs. This study represents the most comprehensive study of utilities in almost twenty years. Nearing state engineering funding approval are Phase VI and VII of the sewer separation program; it is anticipated that construction in Mid Cambridge areas will begin within one year in late 1987. Continued improvements to existing parks and playgrounds and construction at new facilities, which include Linnean Park and Russell Field, has resulted in expansion of private maintenance contract operations. Other areas scheduled for completion include Lechmere Canal Park, Front Park, Winthrop Park (a joint public/private venture) and Central Square Enhancement which will receive contract maintenance, allowing departmental employees to concentrate on old facilities maintenance, street trees and irrigation systems.



Inspection of underground Cable/TV Installation throughout the City.



New brick sidewalk along Harvard Street.

The city Architect's office was involved in a substantial number of categories: designer selection; administration and coordination of various contracts and the City's energy program; specific projects included construction of new hospital boiler plant; and mechanical system up-grading; design of a new child psychiatry unit; office reorganization and improvements in City Hall; electrical systems replacement of Municipal buildings; Public Works garage improvements, and various other projects ranging from ball-field diamond reconstruction to Cambridge Common Park Lighting. Replacement of departmental equipment has continued on an accelerated basis, with units ranging from a refuse compactor to a tractor lawn mower and included two automobiles.

An additional 15 pieces are scheduled to be turned in this year with new equipment going to all divisions. With the consolidation of all department activities on Hampshire Street, with the exception of Cemetery operations, certain additional items will be declared surplus and sold, effectively reducing vehicle inventory.

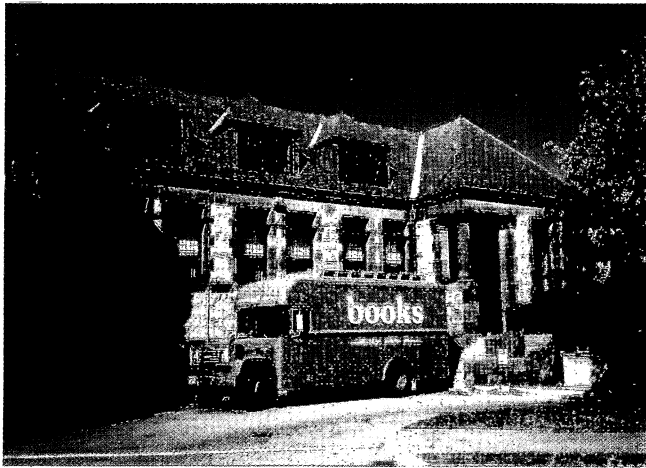
During the year the Department completed a Performance Standards Study which will lead to more effective records systems as well as more responsible field supervision. Combining accurate information with computerization will allow more detailed cost analysis and budget presentation in the future.

Community Development

As the department responsible for planning and development activities in the City, the Community Development Department has continued its strategy to balance economic growth with the protection of the City's residential neighborhoods. Changes in the development climate in FY86 produced opportunities for the Department to promote a similar balance within the City's development areas, encouraging increased housing construction and less dense development. In addition to exploring these opportunities, the Department maintained its commitment to strengthen its numerous housing, energy, open space, zoning, economic development, transportation and neighborhood planning activities.

The City's planning efforts are implemented by a 50 member staff who administer in excess of \$40 million in Federal and State grants, including \$3.5 million in FY86 Community Development Block Grant funds. These dollars are used creatively to provide maximum benefit to Cambridge residents whether in delivering home improvement services to low- and moderate-income households or in leveraging private investment in deteriorating areas. The staff works closely with the City Council, the Planning Board, citizen groups, developers, the business community and other government agencies to ensure widespread participation in the City's planning efforts.

While the pace of development and the Department's economic development activities remained strong in FY86, the focus



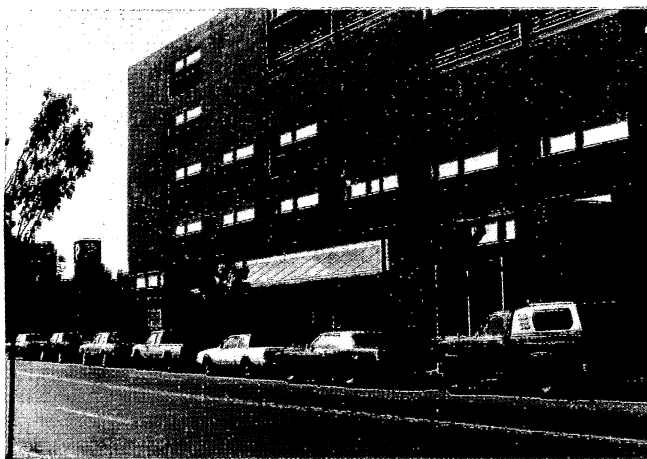
Window Restoration Program at the Main Public Library.



Completed Reconstruction of Mount Auburn Street.

CAMBRIDGE, M

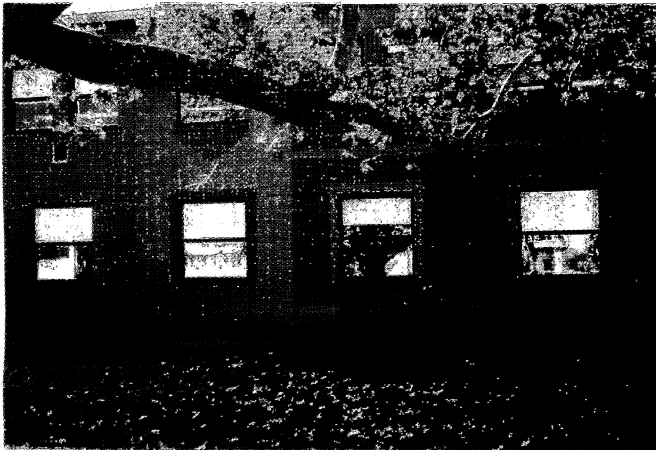
“Investing



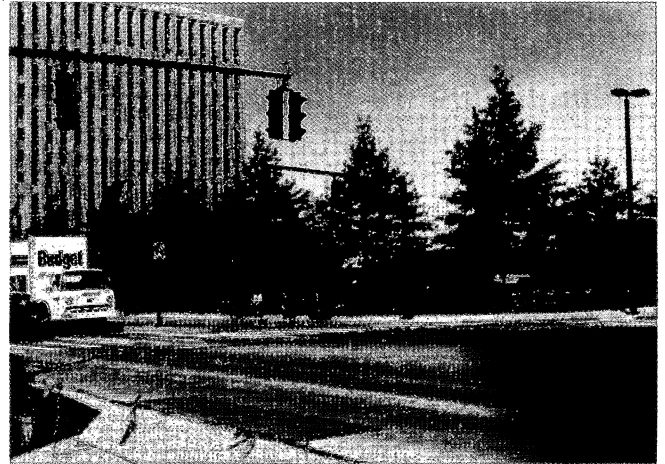
Completed Phase I of the East Cambridge Parking Facility.



New Public Safety Aerial Tower.



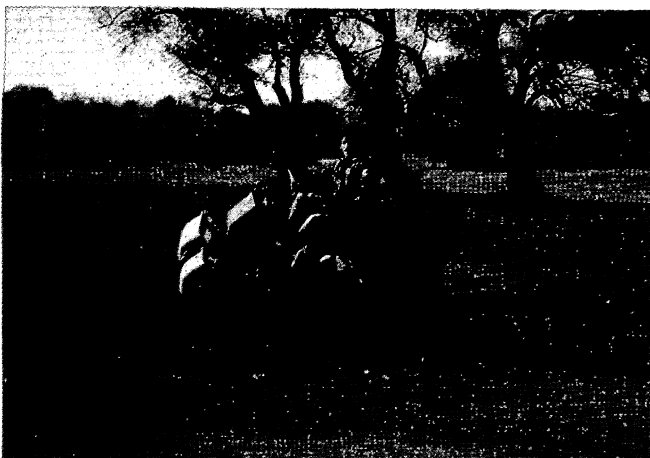
Renovations to the Harrington Elementary School.



Intersection of Broadway and Third Street, one of the five computerized intersections tied into Traffic Signal Computer located at 57 Inman Street.

ASSACHUSETTS

'n the Future'



New tractor purchased for the upkeep of the Fresh Pond Municipal Golf Course.



New van purchased for transportation of Neville Manor residents.

shifted sharply from office to residential projects. Unihab, Inc. broke ground on Graves Landing, a 90 unit condominium on the Lechmere Canal. Construction is expected to be completed next year. In addition, final approvals were issued for the construction of Charles River Terrace, a 292 unit condominium project on the East Cambridge Riverfront. Plans by Schockett Associates for an 82 unit mixed-income rental project in Central Square were also initiated with construction expected to start in the spring of '87. In Alewife, Spaulding & Slye continued to build, opening their second office building in as many years.

Anticipating future development pressures, especially in the eastern parts of the City, the Department continued to put strong emphasis on planning for future growth. This included continued development of the Central Square Action Plan, participation in the Blue Ribbon Committee for the Cambridgeport Industrial District, a group representing the diverse interests concerned with development of this area, and participation in the Environmental Impact Review of the proposed Forest Cities project. The Department also focused attention on the future of the North Point area and prepared to undertake a major study in FY87 to produce a comprehensive plan to shape the development of this large area of the city.

In FY86, the Department continued to work closely with citizen groups concerned with the City's physical environment and the quality of life of neighborhood residents. This was evidenced through ongoing planning efforts with the East and North Cambridge Stabilization Committees and through new initiatives with community groups in the Central and Porter Square areas.

In addition to these community planning efforts, the Department interacted with citizens, other City departments and outside agencies to plan and develop several neighborhood open space projects. Community Development staff, working with the Public Works and Human Services Departments, produced the City's first Open Space Inventory, in FY86, to assess the existing conditions of the City's parks and playgrounds and to help guide future open space improvement decisions. These efforts resulted in substantial progress toward renovation of Dana and Fort Washington parks in Cambridgeport and Donnelly Playground in East Cambridge. The proposed improvements, scheduled for construction in FY87, will greatly expand the opportunities for neighborhood residents to use and enjoy these parks.

The Winthrop Square Park Improvements Project, an innovative public/private partnership jointly sponsored by the City, the Winthrop Park Trust and Harvard University's Public Space Partnership Program, was also initiated in FY86. Through the partnership, City funds will be matched by private donations to finance the reconstruction and maintenance of the park.

The Department also continued to facilitate discussion between commercial property owners, developers and local citizen groups to discuss their mutual concerns and interests regarding development and the City's environment. As a result, two major zoning initiatives were advanced in FY86, a culmination of intensive planning efforts by the City and affected communities.

In the first instance, a significant revision to the Harvard Square Overlay District was adopted by the City Council in June. The new regulations, for the first time, establish preservation of

existing structures and the Square's diverse uses and activities as a principal public policy objective for Harvard Square. The new Overlay District is the product of more than three years of planning on the part of the City and the numerous constituent groups concerned with Harvard Square.

In a second major effort, a comprehensive rezoning of the commercial corridor along Massachusetts Avenue from the Cambridge Common to the Arlington line was submitted to the City Council in June by the North Massachusetts Avenue Advisory Committee, a group formed to guide an intensive six month urban design analysis of the Avenue. The rezoning package is a finely crafted compromise which ensures property owners a reasonable scale of development potential while addressing the concern of the abutting City's designation as a Massachusetts Housing Partnership Community. This designation established direct and immediate access to a range of State housing resources which are to be used in conjunction with local resources of land, buildings and financing to provide more affordable housing.

During the past year, the Department also continued its support of existing home improvement, rehab assistance, weatherization and home ownership programs. Federal monies were made available to the City's Multi-Family Rehab Program in order to leverage private and other financial assistance in the rehabilitation of multi-family residential units. In addition, the City's Coop Ownership Program continued to encourage conversion of rental properties to limited equity coops.

The Department also played a major role in development of three new mixed-income projects, Lincoln House in North Cambridge, the Fogarty Building in Harvard Street in Neighborhood 4 and Church Corner Apartments in Central Square. Lincoln House is a converted school building which contains 20 condominiums, 5 of which are for low- and moderate-income families and the handicapped, and is scheduled for fall occupancy. In the Fogarty Building, a former vacant structure expected to be occupied this August, 11 of the 17 rental units have been set aside for low- and moderate-income tenants. Church Corner, a new 85 unit rental building, will house 28 low- and moderate-income families and will be ready for occupancy early in 1987.

The Department's Residential Energy Programs, financed through a variety of Federal and State revenue sources, also continued to grow in the past year. These programs offer a year round comprehensive range of weatherization services to both tenants and landlords throughout the City.

In addition to these activities, Department staff are always available to provide technical assistance, zoning information, census data and other planning information to the Cambridge community.

Historical Commission

This department supports the work of three commissions — the Cambridge Historical Commission, the Half Crown Neighborhood Conservation District Commission, and the Mid-Cambridge Neighborhood Conservation District Commission — and has been involved in a variety of activities and projects in FY86. The Historical Commission meets monthly and administers two historic districts, Old Cambridge and Fort Washington. Because these districts contain many structures of national importance, no demolition, new construction, or publicly visible alterations may take place in them without Commission review. Sixteen cases having to do primarily with minor alterations or additions were heard this year. In addition, the Old Cambridge district was enlarged in June to include Follen and Berkeley Streets and the south side of Craigie Street. The Commission also has jurisdiction over local landmarks and reviews demolition permit applications for buildings over fifty years old. Four landmarks exist presently — the gates of Mount Auburn Cemetery, 1564 and 1626 Massachusetts Avenue and the most recently designated landmark, the Houghton Beech Tree of 1000 Massachusetts Avenue. Fifty-seven demolition permit applications were reviewed, and six evaluated at public hearings.

Neighborhood conservation districts operate with autonomous commissions under procedures tailored to local conditions and needs. The Half Crown NCD Commission was established in 1984 in a small neighborhood just west of Harvard Square. The district has succeeded in controlling intense development pressure that threatened widespread demolition. This year, the Commission heard six cases.

The most recently designated neighborhood conservation district, Mid-Cambridge, includes over 2,000 buildings. Since its establishment in 1985, this commission has reviewed five new construction projects and issued four advisory determinations, three for National Register properties and one commercial property. The commission's staff is also working with the first year's \$10,000 appropriation preparing a rehabilitation guide for publication this fall.

Another responsibility of the department has been to survey Cambridge architecture. Completed in 1975, the inventory includes some 13,000 buildings. The Commission published the *Survey of Architectural History in Cambridge* in five volumes between 1964 and 1977 and its publication of *A Photographic History of Cambridge* in 1984. In addition, a second edition of *Report I, East Cambridge*, is currently underway.

The department is also involved in preservation planning for Harvard Square, which faces intensifying development pressures. After six years of negotiation, the department successfully concluded the nomination of almost 2,000 Cambridge buildings city-wide to the National Register of Historic Places. These now include many buildings occupied by Harvard University, which had previously opposed the nomination, and a Harvard Square National Register District that includes the entire commercial area of the

Square. Listing in the Register will allow owners of income-producing property to apply for the Federal Investment Tax Credit for substantial rehabilitation. National Register status will also allow property owners to donate a facade easement to the Cambridge Historical Commission for a substantial tax deduction. Both tax incentives will interact with the amendment to the Harvard Square Overlay District which was passed by the City Council in June of 1986.

The department also provides technical and advisory services and administers two other programs — the Preservation Grants Program and the North Cambridge Paint program — that are available to low and moderate-income homeowners. Foremost amongst its technical projects has been the restoration of Longfellow Park. A budget allocation of \$10,000 from the City's Capital Budget for FY87 will be used to restructure the Mount Auburn Street wall, widen sidewalks in the lower park and remove trees. The Preservation Grants program, now in its tenth year, has helped over 165 people restore their homes, while the paint program in its fifth year has provided subsidies to help over 75 people paint their houses.

Conservation Commission

In 1965 the City of Cambridge affirmed its commitment to the preservation of local natural resources by establishing the Cambridge Conservation Commission. The Conservation Commission Act, a state law enacted eight years earlier, provided the framework for the roles and structure of this Commission.

Regulatory responsibilities were delegated to Conservation Commissions in 1972 when the state legislature passed the Wetlands Protection Act. This environmentally significant law provided for the protection of public interests in coastal and inland wetlands. Removing, dredging, filling or altering wetlands without the acquisition of a permit called an Order of Conditions was prohibited. This legislation gave Conservation Commissions the responsibility of determining impacts, if any, on affected wetland resource areas. Orders of Conditions are only issued when it is determined that the proposed work will not harm the wetland resource involved. Since the passage of this Act, the Cambridge Conservation Commission has overseen this permitting process for the City. In addition, the Commission serves in an advisory capacity for the Planning Board in their issuance of Special Floodplain Permits.

Cambridge's urban setting has posed particular challenges to its Conservation Commission. Hence, the Commission has focused its efforts on preserving and promoting environmental quality in a largely man-made landscape. These efforts include the Commission's long-term involvement with transportation, new development and open space projects at Alewife. Some of the Commission's effort have been realized this past year. The Alewife Open Space Plan was recently published by the Metropolitan Area Planning Council. The Conservation Commission has

been an active participant in the planning process for this study. Also, at Yates Pond, the Commission has provided advice and guidance for the protection and replanting of the area during the Alewife Interim Access construction. Natural resource management considerations are in the process of being addressed at Black's Nook Pond, located on the Fresh Pond Reservation. A study, which has been partially funded by a state grant, is near completion. Recommendations from this study will soon be made available to the public. In its other roles, the Commission continues to coordinate the Community Garden Program and support the Committee on Public Planting.

The Committee on Public Planting was established by a City Council Ordinance in 1979. At present, the Committee serves in a variety of roles including: reviewing proposed public planting projects, advising city departments, providing information on tree care and sponsoring a street tree planting program supported by the Department of Public Works. Over 400 trees have been ordered through the Committee and planted by the City since 1982.

This past year, the Committee has reviewed and provided guidance on numerous planting projects in the City. These include: Central Square Enhancement, Winthrop Park, Dana Park, Front Park, Fort Washington, and Donnelly Playground. The Committee has also monitored the plantings at 1030 Massachusetts Avenue. Along the Charles River, the Committee continues to work with the Metropolitan District Commission on Memorial Drive projects.

Nuclear Disarmament and Peace Education Commission

Since 1982, this pioneering group of Cambridge residents has worked to both educate and empower citizens to respond to increasing world conflict and the threat of nuclear war. As the nation's first local Peace Commission, it has gained international attention for its unique and positive role in helping citizens to address the local and international problems of peace and survival in the nuclear age.

The Commission works through Committees which are run by citizen leaders. These Committees are: the Soviet Sister City Project, the Economic Security Committee, the Schools Committee, the Central America Committee, and the Peace Library. The Commission has also served as the East Coast office for Local Elected Officials for Social Responsibility, a national organization of mayors and city councillors interested in increasing the voice of local governments in foreign policy and budget issues.

The Commission believes that addressing our defense needs by "throwing money at the problem" has unnecessarily drained needed resources from our community, and has led to military waste and overkill without forming a rational national defense policy.

During the last year the Commission sent its first citizen's delegation to the USSR to establish a relationship with Yerevan, the capital city of Soviet Armenia; oversaw the production of peace curriculum materials for Cambridge elementary schools; hosted its second international Peace Camp; upgraded the Peace Library collection to 600 volumes and 15 periodicals; released a second report on military contracting in the City of Cambridge; and sponsored dozens of public education events.

The Peace Commission welcomes volunteers and participants in all of its programs. It will receive its first delegation from Yerevan, our Soviet sister city, in the Spring of 1987.

Rent Control

Rent Control was adopted in Cambridge, as in many cities in the United States, in response to a severe shortage of rental housing. Because of this shortage and the lack of new construction of apartments for low and moderate-income tenants, the city chose to regulate rent levels so that tenants would not be faced with the choice of either paying an even larger portion of their income for an apartment or else moving out of their community. Rent Control, which has been in effect in Cambridge since March 1970, is currently administered by a five (5) member Rent Control Board and a 30 member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide individual cases. In FY86, the Board was victorious in each piece of litigation which reached in the Massachusetts appellate courts with only one exception, and Board — initiated enforcement efforts were stepped up.

In the past year, the Rent Control Board has successfully completed several projects which will allow for more automated and regular city-wide general adjustments of rents, including computerized storage of capital improvement records and a "bridge" to the Assessor's Office data base for efficient transfer of essential property information. The Board's computer is used increasingly to perform tasks previously done manually by the staff, increasing efficiency and productivity.

The Board continues to provide assistance by phone or in person each afternoon and in person on Wednesday evenings. During the last year, other steps have been taken to maximize the public's knowledge and understanding of the Board's procedures, regulations and data. For instance, the computer has been programmed to provide more information on each controlled rental unit. A landlord/tenant handbook has been published which makes the Board's rules and regulations easier to understand. The regulations have been reprinted to incorporate all amendments. A new format has been adopted to allow for easier incorporation by users of new amendments into the existing book of regulations. The second annual training session was held for owners of small rent control properties, and more training programs are planned for the future.

During FY86 the Rent Control Board moved. Its offices are now located on the fifth floor at 678 Massachusetts Avenue, Central Square.

Cable TV

The process of bringing Cable TV into Cambridge was completed during the 1985-86 budget year and currently American Cablesystems of Cambridge is constructing the plant throughout the City.

License Negotiations

Throughout the summer of 1985 and into the fall, the Office of Cable Television engaged in lengthy and minutely detailed negotiations with representatives of American Cablesystems over the content and wording of a Provisional License in accordance with Massachusetts State Law. On October 3, 1985, a Provisional Cable License was signed. Under State Law, the Provisional License period allowed American Cablesystem the time to complete their arrangements for financing and provided the City with an opportunity to ensure that these financial plans were in order and acceptable under applicable laws and the conditions of the Provisional License. On December 30, 1985, a Final License was signed. With the signing of the License the City officially authorized American Cablesystems to construct and operate a cable system in Cambridge for the 15 year term of this License.

System Construction

Construction of the Cable TV System in Cambridge began in early December of 1985. The City and American were granted a waiver from the State Cable TV Commission in order to commence construction prior to the signing of a Final License. The development of a city-wide CATV System amounts to the creation of an entirely new utility in Cambridge and as such the potential impact on many City Departments, neighborhoods, and residents moved the City Manager, Robert W. Healy, to appoint a Cable Construction Oversight Committee to monitor the construction process, facilitate problem solving, and improve overall communication between the City and all impacted departments and American and their contractors. The Committee met several times throughout the year and will continue to meet as needed until the completion of the construction process.

American Cablesystems had divided the construction period into four phases. PHASE ONE, North Cambridge up to the Porter Square area is scheduled for completion by summer of '86; PHASE TWO, East Cambridge, by the fall; PHASE THREE, Cambridgeport and Riverside, by winter; and PHASE FOUR, West and Mid-Cambridge, by Spring of 1987.

Under the terms of the License, the City of Cambridge was granted sole use of a Cable TV Channel (Channel 8) on both the Subscriber and Institutional Networks and 3/4 of 1% of total Cablesystems revenue for partial funding.

Plans to utilize this channel capacity included the beginnings of a video production facility which will provide training and assistance for municipal employees in developing municipal programming. The basic and fundamental purpose of this type of programming is to provide residents with essential information on

city services. Programming for the Municipal Access Channel will serve primarily to identify, explain, and support the wealth of city department services, to promote the use of those services, and to encourage greater interaction with city government by Cambridge citizens. Production equipment will be purchased in the next budget period.

The Office of Cable Television also began developing plans, in conjunction with American Cablesystems, Public Works Department, and the Electrical Department for the wiring of the City Council Chamber for taped and live cablecasts of public meetings in that room.

Library

The Cambridge Public Library is a living institution housing the knowledge, the arts, the music, the literature and poetry, the science, and the wisdom of ancient and modern man simultaneously. The library is a reflection of the community it serves and the branch libraries are mirrors of the values of the individual neighborhoods.

The Cambridge Library is a place where individuals, young and old, can read, study, gain new knowledge and information, and seek new insights into life. It is precisely because a modern library is a living, functional, intellectual and cultural center that major



Martha Forrester and Ron Brown examine the Magazine Index which gives coverage of 450 periodicals and begins in January 1977 and text coverage of periodicals in the Magazine Collection which begins in 1980 and provides an instant copy of most articles cited in the Magazine Index.

initiatives were taken to reaffirm the importance of books, learning and information. The following are major developments for the 1985/86 fiscal year.

Collection Development and Maintenance

A well-balanced collection which matches the needs and wants of the diverse population of users and potential users is essential, if the library is to truly serve the public. In order to discover the collection's strength and weaknesses a concerted effort to review

and evaluate present non-fiction holdings for recency, validity, quality, relevance, usefulness, and completeness was undertaken. Staff members participated by examining current holdings in their specific areas of expertise and personal interest. Bibliographies were checked to be sure that the library has the standard scholarly works and the best of the most up-to-date books available in each field. Missing titles were identified and reviewed for replacement. Obsolete materials, such as outmoded books, superseded editions, incomplete sets of longer works, superfluous duplicates, and worn out or badly marked volumes were removed from the shelves. This project not only is revitalizing the collection and enhancing the library's reputation for reliability and up-to-dateness, but is also increasing the efficiency of the circulation control system by deleting lost, missing and withdrawn items from the data base to more accurately reflect the library's actual holdings.

Technology and Future Library Services

Cambridge's greatest natural resource has always been information. The continued economic health of the city and its citizens is still dependent on information and its availability.

The library, this fiscal period, has given high priority and initiatives to the development and use of the new communication technology. To hold back, to refuse to participate, is to make the Cambridge Public Library a victim of informational and pragmatic obsolescence.

Magazine Index & Magazine Collection

The Magazine Index & Magazine Collection, with their ability to access diverse and far-flung information resources from over 450 periodicals, were acquired by the library, on a trial basis.

The Magazine Index gives coverage of 450 periodicals and begins in January 1977. Full text coverage of periodicals in the Magazine Collection begins in 1980 and provides an instant copy of most articles cited in the Magazine Index. Quick easy access to articles using the microfilm cartridge and reader printer gives library users a hard copy.

The Index & Collection are updated regularly and always current.

Computer Networking with Boston & Beyond

Staff members of the Cambridge Public Library, Boston Public Library, and the State Library Commission held several meetings to create a framework of shared understanding for a marriage of computer networking with Boston for the remainder of this century and beyond.

Given the enormity of the information explosion and the high economic costs of going it alone, the value of a merger with Boston is high. The advantages to networking with Boston are:

1. . . . will open the informational warehouses, collections, and holdings of the Cambridge and Boston Public Libraries to Cambridge's six branch libraries, including the high school library.

2. . . . will expand and unify the library and its branch institutions including the high school library, but can bring together all of the diversity of knowledge and experience present in the cultural, social, and educational milieu of our city.
3. . . . will allow the users the opportunity to explore areas of information thereto open to only the privileged or most persistent.
4. . . . will give all of Cambridge Libraries an on-line public access computerized catalog, a circulation control system, and an acquisition accounting system for all of its print and non-print purchases.
5. . . . will substantially reduce Cambridge's capital outlay and enhance our ability to solicit state funds for records conversion.

Statistics Fiscal Year 1986

System-Wide	
Circulation	
Adult	411,831
Juvenile	<u>165,499</u>
Total	577,330
Programs	4,585
Audience	122,865
Audio/Visual	
Circulation	48,098
Film Programs	1,872
Audience	61,111
Senior Services	
Circulation	11,776
Programs	60
Audience	1,876
Reference	
Questions	97,859
Technical Services	
Books Added	18,200

Human Rights Commission

In 1984, the City of Cambridge joined hundreds of cities nationwide by establishing a municipal Human Rights Commission to protect the civil rights of all residents and visitors in Cambridge. The City Council passed the Human Rights Ordinance which established the Commission and made it illegal to discriminate in Cambridge in employment, housing and real estate, education, insurance, credit, bonding, the use of public accommodations, and the provision of city services on the basis of race, color, sex, age, disability, religious creed, national origin or ancestry, sexual orientation, marital status, family status, military status, or source of income. The commission investigates formal complaints, helps mediate disputes and provides educational services to community, school and business organizations as well as to other city departments who seek assistance.

The first eleven volunteer commissioners were appointed by the City Manager in August, 1985. In FY86, the Commissioners established a new office, hired full-time staff and developed formal procedures for handling complaints of discrimination. In addition, the Commissioners organized a Celebration of International Human Rights Day, co-sponsored by a number of other city departments, to encourage awareness of human rights problems and efforts to end prejudice, bigotry and discrimination.

The commission has received a number of formal complaints covering such things and discrimination in housing on the basis of family status and disability, discrimination in employment on the basis of sexual orientation and religion, denial of city services on the basis of disability, and discrimination in employment because of race and sex.

The commission staff investigates each complaint and tries to assist the parties in reaching a solution. For example, in response to a complaint from a disabled visitor, the Human Rights Commission is working with the Department of Traffic and Parking and the Commission on the Handicapped to make the city more accessible to the disabled by ensuring restricted handicapped parking throughout Cambridge. If agreement cannot be reached on a complaint and if the initial investigation shows it has merit, then a hearing may be held before the commissioners who will decide if the law has been violated and how to remedy the situation.

In addition to its work on formal complaints, the commission mediates disputes between members of the community; for example, a dispute between a gay man and his landlord was resolved with the aid of the staff. The commission has assisted a black family which complained of racial harassment in a housing project and is working with the City Manager's office in defining a non-discriminatory AIDS policy for city employees. Other topics under review include affirmative action in city employment and the impact of zoning laws on the disabled.

Aside from its enforcement and policy making role, the Human Rights Commission is developing educational presentations on prejudice and discrimination. Workshops are available to school

and community groups as well as businesses that want information and assistance.

The commission's resources are available to help eliminate discriminatory practices and intolerance within our community. A notice of prohibited discrimination which must by law be posted by large employers, city contractors and subcontractors, landlords, city departments, real estate companies, and roommate services is helping to inform the community of the Human Rights law and the existence of the commission.

The staff and commissioners would be happy to speak with interested people about the Commission and what it does. The number is 498-9049, TDD 492-0235, and the office is on the second floor of the City Hall Annex at 57 Inman St. Cambridge, MA 02139.

Health and Hospitals

The Department of Health and Hospitals works closely with the Cambridge Health Policy Board, an advisory board of community members, in the establishment of appropriate policies and procedures for maintaining public health for the City of Cambridge. The Commissioner of Health and Hospitals provides overall leadership, with agreement in policy from the Health Policy Board, for the major divisions of activity of the Department of Health and Hospitals. The Health Department provides Public Health Nursing and Lead Paint Inspection. Public health research and issues regarding protection from environmental hazards are conducted through the Commissioner's Office. Acute care and ambulatory care services are provided for the City of Cambridge through The Cambridge Hospital (TCH) and its Health Centers. The Neville Manor Nursing Home provides long term care for the elderly.

FY86 for the Department of Health and Hospitals was important in many ways. The activities of staff and administration at TCH, Neville Manor, the Commissioner's Office, the Health Policy Board, the Cambridge Biohazards Committee, the Scientific Advisory Committee and the Office of Lead Paint Inspection have wrestled with problems in three primary areas: environmental, fiscal and demographic. Cambridge is growing in a vital, powerful way. During this process of growth, it is being forced to deal with some of the most powerful forces of our time.

The Cambridge Hospital

At a commemoration of the new public hospital postage stamp in April, Barbara Ackermann, Chair of the Health Policy Board, stated the main theme of TCH: "This hospital is not in the health care business, we provide health care as a service to the community" in order to carry out this mission in FY86, The Cambridge Hospital has instituted four major programs in dealing with these forces: (1) preparations for dealing with prospective reimbursement by diagnosis-related group, (2) the installation of the computerized Hospital Information System (HIS), (3) progress in the efforts of

defining and reaching out to those members of the community at need, and (4) special construction and reconstruction projects.

(1) Municipal hospitals had a nine month extension of time before DRG-based prospective payments were instituted. Accordingly, TCH set up a PPS task force, to maximize our efficiency under the new payment system, which went into effect July 1, 1986. Drs. Nagurney and Lebowitz and Medical Records Director Regina Hughes wrote a physicians's guide to DRGs for TCH physicians. The Quality Assurance/Utilization Management office was strengthened, and a multidisciplinary discharge planning committee set up to provide for more effective planning of discharges in anticipation of PPS. A new credit and collections policy was developed and promulgated that will allow TCH to provide free care to those truly in need, while being reimbursed for this care through a recently adopted reimbursement mechanism.

In addition, TCH this year adopted the zero-based budgeting process, by which departments developed budgets based on actual programmatic requirements of the goals of the department rather than historic budgetary figures. This strategy is more appropriate for adapting to a changing health care environment. A related innovation is the fact that a five year capital budget program was instituted.

The DPH licensure survey in May was very successful. TCH is now preparing for a survey by JCAH. Accreditation by JCAH, while entirely voluntary, is crucial to TCH's ability to compete with other hospitals in the area.

(2) The Hospital Information System vastly improves the data processing and reporting systems of the Hospital, in order to keep pace with the changing information needs (particularly with respect to the new Medicare PPS) for planning purposes in a competitive marketplace, and for better patient information. Thus far, 200,000 medical records have been loaded into the HIS main memory. In addition, Billing, Admissions, Registration, Accounts Payable, General Ledger, Financial Management and the Laboratory systems were installed during the year, completing Phase I of a three-year installation period.

(3) TCH continues its efforts to identify and provide services to those populations in the community where unmet needs have been identified.

Identification of these needs has been facilitated through the creation of a Department of Marketing and Planning, which has done research into community health care needs, has managed the production of patient information materials, inter-hospital communications, community relations and media relations. The research done by this new Department will help with budgetary planning and long-range planning for the development of the hospital as the community's needs and demands change. The Department is helped by the Planning and Marketing Committee. The goal of the Planning and Marketing Committee is to reaffirm The Cambridge Hospital's mission by guiding the Hospital's development and assuring that resources are allocated to programs and services which reflect the service community's health care needs and demands. The Committee will act in an advisory capacity to the Administration for planning and budgeting.

The Occupational and Environmental Health Program expanded with the addition of an Assistant Director, Lou Pepper, M.D.. This year, TCH installed a state-of-the-art mammography unit and shortly thereafter negotiated a contract to provide mammography services to the HCHP centers in Cambridge, Medford and downtown Boston. The Child At Risk program awarded TCH the contract to develop child abuse prevention teams, involving pediatrics, psychiatry and social services. The new Sports Medicine program is drawing new patients to the Hospital, through contracts with local schools.

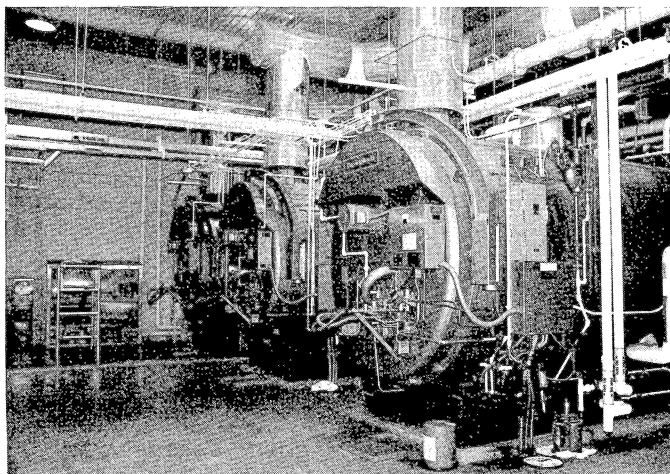
In response to public need, The Cambridge Hospital put into place a restrictive smoking policy for staff, visitors and patients. In addition, the mental health programs for linguistic minority populations, specifically Latino, Portuguese and Haitian, were expanded.



Newly-renovated reception area located in the main lobby of the Cambridge Hospital.



Newly-added information booth at the Cambridge Hospital main lobby.



New Boiler Plant at Cambridge Hospital.

The re-organization of the Neighborhood Health Centers continues, with the opening of the East Cambridge Health Center in January, consolidating the Castriotta, Kennedy and Harrington Health Centers. The reorganization continues to implement the plan to have all Neighborhood Health Centers offering both pediatric and adult services in the same center.

As in the past, The Cambridge Hospital continues to pursue its commitment to a multi-cultural community through the continuing development of its primary care programs, with its emphasis on continuity of treatment.

(4) Construction and reconstruction at the Cambridge Hospital proceeded during the year with four important projects seeing completion. First, the Macht Center was completed, and various departments of The Cambridge Hospital began moving in throughout December and January, 1986. Second, the East Cambridge Neighborhood Health Center was established on Cambridge Street. Third, the new power plant came on line, and last, a series of important refurbishings made the hospital a more attractive and aesthetically pleasing place for patients: the new Birthing Room, with its home-like atmosphere, the Reflection Room, providing stressed visitors a place to be alone, and the renovation of the front entrance, emergency room, radiology, and admitting and registration waiting areas. New original works of art adorn the corridors and waiting rooms.

The Cambridge Hospital building is nearing twenty years of age. These renovations and reconstruction projects assure that the bricks and mortar are there to support the programs that are so vital to the community. Somehow, even casual observers have been struck by the way in which the spruced-up and humanized building reflects the motivation and demeanor of the staff: as if to say, "We're going to do all that we possibly can to make sure that you get the very best care possible, in the most comfortable atmosphere possible."

Office of The Commissioner

During the year, the Commissioner's Office carried out its responsibilities in several different areas. First, it administered the

Right-To-Know law, both for the City as an employer, and as Municipal Coordinator for the City. This included the development of a tracking program for complying with public requests for information, and a training program for City employees. In addition, the Office continued its effort in establishing a Heads of Departments Committee to coordinate and delegate responses to various environmental impact statements and site review reports by the Massachusetts Department of Environmental Quality Engineering and the United States Environmental Protection Agency.

The Office also secured funding for, and coordinated the management of what it is hoped will become a regular event in the life of Cambridge, the Household Hazardous Materials Cleanup Day.

Yet another function of the Office is to investigate and follow up on requests from citizens and public officials for information on the source and identity of various spills and leaks, as well as the safety of various businesses, research laboratories and manufacturing companies.

The Office continues to work in a closely coordinated effort with The Cambridge Hospital in the production of a series of videotapes for use in employee training programs. Most recently, training tapes on emergency fire procedures and a general introduction to the various departments of the Hospital were produced.

The Commissioner served as the City Manager's designee on the Scientific Advisory Committee. This Committee spent the year reviewing various lists of toxic substances for possible use in an ordinance that would regulate the use, manufacture, storage or transport of certain toxic substances in the city of Cambridge.

The Office of the Commissioner also supported the work of the Cambridge Biohazards Committee. This Committee is responsible for the inspection and licensing of all facilities in Cambridge involved in research using recombinant DNA (rDNA) processes. In addition to a full schedule of annual re-inspections, the Committee licensed two additional facilities, bringing the total number of permit holders to sixteen. As the technology associated with rDNA research has progressed, the CBC has had to stay abreast of the literature, state-of-the-art technology and associated biosafety practices in order to assure that the extensive rDNA research in Cambridge is conducted in strict compliance with public health requirements. The Committee also has to rule on which proposed revisions of the National Institute for Health's Guidelines for rDNA work it will accept. This requires constant research, review and consultation.

Health Department

Other areas in which the Department of Health and Hospitals has been active have been the Lead Paint Inspection and Public Health Nursing Programs. The Lead Paint Inspection Program, responsible for eliminating the hazards to children of lead paint poisoning, inspected 61 homes and day care centers, taking court action against 26 and bringing 35 into compliance. The Public Health Nurse Program provided 623 flu immunizations, managed 3299 patient visits in the Tuberculosis Clinic, and 1522 patient visits in the Blood Pressure Clinic program AND they still found time to do 1303 home visits.!

THE CAMBRIDGE HOSPITAL

FY86 STATISTICS

DEPARTMENT (Procedure)	TOTAL
RADIOLOGY	
Abdom-Gastro X-rays	2,274
Chest X-Rays	10,231
GU X-Rays	525
Head X-Rays	1,139
Lower Extremitiy X-Rays	4,152
Spine & Pelvis X-Rays	1,481
Upper Extrem. X-Rays	2,980
Misc. Special Exams	619
Spec. Procedures X-Rays	586
Nuclear Medicine	1,310
Ultrasound	2,325
CAT Scan	1,181
Total X-Rays	28,803
PEDIATRICS	
Clinic Visits	7,229
EEG	539
MEDICINE	
Primary Care Unit Visits	11,716
Heart Station	7,529
Pulmonary Function	767
EMGs & NCVs	527
OB/GYN	
Deliveries	550
SURGERY	
OR Major Procedures	1,236
Physical Therapy	3,395
PSYCHIATRY	
Psych. Emergency Rm. Visits	2,624
Psych. PCU Visits	470
Psych. OPD Visits	11,708
AMBULATORY	
NHC Adult Visits	15,744
NHC Pediatric Visits	10,388
OPD Clinic Visits	24,739
Eye Clinic Visits	788
Orthopedic Clinic Visits	1,905

THE CAMBRIDGE HOSPITAL

FY86 PATIENT DAYS

SERVICE	TOTAL
Medical (4N)	5,514
Medical (4W)	6,652
Total Medical	12,166
Surgical (6N)	6,384
Surgical (6W)	5,615
Total Surgical	11,999
Maternity (5N)	2,284
Gynecology (5W)	658
Total Ob/Gyn	2,942
Nursery	2,082
Psychiatric (Cahill 4)	7,576
Alcohol Detox (Cahill 3)	3,372
Pediatric	1,694
ICU	2,529
Total Patient Days	44,360

Neville Manor

Neville Manor, named after the late Mayor Michael J. Neville is a 180 bed long term care facility operated by the City of Cambridge. This facility, which provides high quality long term care, specializes in catering towards the necessities and expectations of our well-deserving residents. With accomodations reflecting a comfortable "homelike" atmosphere our residents have the freedom to enjoy our elegant landscaped surroundings which are adjacent to Fresh Pond.

Our highly skilled staff is consistently concerned with the total person relative to both family and personal needs. This interest contains a complete range of care and services organized in the appropriate setting to help each individual achieve and maintain functional capacity at an optional level in dimensions of physical, social, economic, and psychological health.

During FY86, Neville Manor has fulfilled various goals set-forth by our administration. One of the most popular achievements was implemented in June of 1986 by our Social Service Department, offering a four week family support groups for family members and friends of residents. This program enables group members to exchange and review a variety of thoughts, ideas, and inquiries pertaining to information on advocacy and methods of coping with their concerns. Due to the overall positive feedback of the group and the large response from other interested families we have proudly decided to conduct other sessions this fall.

Another successful achievement has been initiated by our Occupational Therapy Department called ADL Training (Activities of Daily Living) whereas, a rehabilitative aide together with supervision from a therapist works with certain residents who have potentially shown improved independence within various areas can participate and absorb restorative abilities. Some of these abilities include bathing, dressing and hygiene restraining, which in turn, improve their level of care from a Level II to a Level III, or Level III to a discharge home. In some cases, this activity prevents a Level III from declining to a Level II.

The quality of care at Neville Manor has seen significant enhancements this year. The creation of a team specializing in skin care greatly improved our ability to oversee, control and prevent any unforeseen skin disorders. Also, due to staff training and education over eighty-five percent of the nursing aides are presently certified by the state. This program has been complemented and supported by CPR training, video cassettes, slide projections and various seminars relating to Alcohol Awareness, Fire and Safety, and Alzheimer's Disease.

Fiscally, the administrative staff continues to maintain consistent managerial control within our organizational structure. Through data processing we now have the capability to generate weekly computer reports which provide vital information concerning resident status, budgetary outlays, employee benefits and numerous other fiscal affairs. This automation process enables us to instantly focus and plan effectively towards our current and future considerations.

The Recreational Therapy Department, with the acquisition of a new bus continues to provide our residents with day trips for such activities as apple picking, elderly organization parties, religious services, foliage excursions, or maybe a visit to an ice cream parlor. Activities of this nature are exciting, most enjoyable and very relaxing to those who can participate. In addition, for those who wish to remain on the premises, we have recently installed a striped canopy which covers a patio located outside the main dining room. This easily accessible picnic area has been well-maintained by our dietary staff offering our residents with weekly summer specials i.e., "Mexican Fiestas", "Hawaiian Luau" or "Make Your Own Sundaes". BON APPETITE!

Veterans' Services

When President Lincoln issued his call for 75,000 volunteers after the fall of Fort Sumter in 1861, on the very next morning Captain James P. Richardson and 95 members of his company assembled and marched to the State House. This was the first company of volunteers to report for duty in the Civil War. The dependents of these men and others later to join the fighting were paid War Allowances by the State as were disabled veterans after the war. When Federal pensions were granted, the amounts were so small that the state had to supplement them and the entire program was administered by the city government. Because of an increased workload, the first Veterans' Agent was appointed in 1887. At the outbreak of World War I, a separate Department of Soldiers Aid was established, to be consolidated in 1944 with the creation of the first

Veterans' Service office where "World War II veterans can obtain under one roof all the services necessary upon transfer from military to civilian life."

Today, the Department of Veterans' Services operates under Massachusetts General Laws Chapter 115. The Director of Veterans' Services in charge of the Department, the function of which is to furnish information, advice and assistance to veterans and dependents as may be necessary to enable them to procure employment, education, hospitalization, medical care, compensation, pension and various other benefits.

The Veterans' Agent disburses city funds to provide food, shelter and medical care, to needy and eligible veterans and their dependents. Claimants must be actual residents of Cambridge before they or their dependents may apply for these benefits. Funds so expended by the city are reimbursable at the rate of seventy five percent by the Commonwealth of Massachusetts.

The Department of Veterans' Services coordinates with the Cambridge Veterans Organization in public celebrations, as well as in decorating graves, streets and public squares named in honor of deceased veterans.

Commission On The Status Of Women

The Cambridge Commission on the Status of Women will celebrate its tenth anniversary this year as a voice within city government advocating for women's issues throughout the city. The Commission's ordinance charges it with responsibility 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."

During FY86 the Commission has continued to make economic justice, women's safety, and work in the public schools priority issues.

The Women's Commission continues to be an active member of the statewide Women's Campaign for Social Justice working to raise state welfare payments to the federal poverty level. This year the campaign played an integral role in winning a 9% increase for recipients. The Women's Commission sponsored a public hearing in Cambridge with local elected officials as hearing officers. An action plan developed as a result of the hearing included commitments by the Commission to work on developing single room occupancy housing for women, involvement in the effort to establish a comprehensive health care facility at the high school and to investigate the Massachusetts Employment Training (E.T.) program with attention to education opportunities.

Working in the Cambridge public schools, the Commission developed and promoted an awareness of the problems of violence against women among young people. As a result, sexual assault

guidelines were developed to help teachers, students and administrators deal consistently with the problem. A representative also serves on the Cambridge Health Advocates for Teens, (CHAT) working to create a full service health clinic at the high school.

In matters concerning Cambridge women in the workplace, the Commission continues to work with other city officials examining strategies for pay equity. Hundreds of city workers attended an International Women's Day luncheon co-sponsored by Mayor Sullivan which paid tribute to city workers and women who volunteer on boards and commissions. The Commission also facilitated safety workshops for women employed at a local corporation.

The Commission worked with the Women's Cable Network to sponsor several community base workshops for low-income women interested in learning video production. The Women's Cable Television Network, begun by CCSW, co-sponsored a jobs fair with the American Cablesystems Corporation to recruit more women for jobs.

Human Services

The Department of Human Services, formed in 1980 with the goal of "creating and coordinating services which enhance the quality of life for Cambridge citizens", found its fifth year one of continued innovation. Across the Department's five Divisions — the Community Learning Center, Community and Youth Services, the Council on Aging, Planning and Development, and Recreation, — there was renewed emphasis on professionalism and the application of management techniques to increase efficiency, to help maintain service levels in the face of funding fluctuations, and to enhance program accountability. At the same time, the emerging needs of the diverse Cambridge population dictated program change and expansion. As a result of these trends, the Department continued to keep Cambridge a leader among cities in the state in delivering human services.

The *Community Learning Center* continued a 15 year tradition of providing basic adult education that is accessible and affordable to all Cambridge residents. In the past year, 995 students learned English as a second language; 325 worked at basic skills in reading, writing, and mathematics; and over 200 pursued a high school diploma or equivalency.



Future Graduates of the Community Learning Center.

In addition to offering programs at its Central Square location, the Center collaborated with the Cambridge Housing Authority to provide classes at three housing developments, and with the Department of Public Welfare to assist learning disabled AFDC recipients in gaining the basic skills needed to find good jobs.

The Center also shared its expertise. A Department of Education grant designated the Community Learning Center as a statewide resource for literacy training, and a newly-formed adult education cooperative for Cambridge enabled the center to offer English as a Second Language instruction to parents of school children in the City's bilingual programs, as well as to share resources with other groups.

The *Community and Youth Division* worked to make the City's 13 elementary schools centers for community recreation, education, and neighborhood planning. Neighborhood Councils tailored the program mix in each school to fit local needs, offering enrichment classes, social clubs, and special events for all age groups. During the past year, over 3,400 children, 3,000 teens, 2,000 adults and 1,500 senior citizens took part in Community and Youth activities.



The Children's Dance Project performing at the Multicultural Arts Center.

Highlights of the year's programs for children included the Performing Arts Project — which involved 97 children in theatre and dance productions — and a series of new programs for an often-slighted age group, pre-teens ages 10-14. Ongoing programs also emphasized new opportunities for creativity and learning. The Division's afternoon programs expanded to feature science, art, and music classes, as well as tutoring assistance by volunteers from Harvard's project HAND. In its second year, Super Camp offered 250 children a summer combining traditional camping activities and hands on experience with computers, video and photography. An extended schedule for working parents made Summer Camp more accessible.

The City's teenagers were offered programs including career counseling, drug and alcohol awareness, video production and "street law" at four Teen Centers. In addition to programs conducted

by professional Youth Specialists, teens organized their own activities which drew over two hundred participants — including a talent show and a spring ‘youth festival’ — through the City-wide Youth Council, now in its second year.

The Youth Council also participated in the development of a new East Cambridge Teen Center, which was completed in May with the help of the East Cambridge Stabilization Committee, MIT volunteers, and neighborhood teens themselves. The largest special event of the year, the first annual Youth Games, was held in August in collaboration with the Recreation Division. Thanks to the generous support of the Cambridge business community, over 800 young people were able to take part.

In planning adult and senior activities, the Division was guided by the diversity of the Cambridge population. The adult education curriculum offered over 200 classes ranging from piano to African dance, and featuring instruction by the Community Learning Center and the Recreation Division in basic education and leisure activities, respectively. The Community and Youth Division also helped community groups from Girl Scouts to Alcoholics Anonymous reach neighborhood residents by providing space and publicity.

In FY86, the *Recreation Division* offered sports and leisure programs for athletes and casual players at every level of drill.



Cambridge Recreation sponsored youth baseball team.

The Division provided instruction for adults and children in swimming, tennis, dance, aerobics and gymnastics, among other activities. Over 3800 individuals were involved in classes offered through Community Schools and at the High School's War Memorial athletic complex. Classes were offered at reasonable rates and there was ample instruction for beginners.

Also available at the War Memorial Gym were walk-in activities such as jogging and weightlifting, pick-up games and open swimming, while the Gold Star Pool provided swimming facilities to additional 800 persons on a seasonal basis.

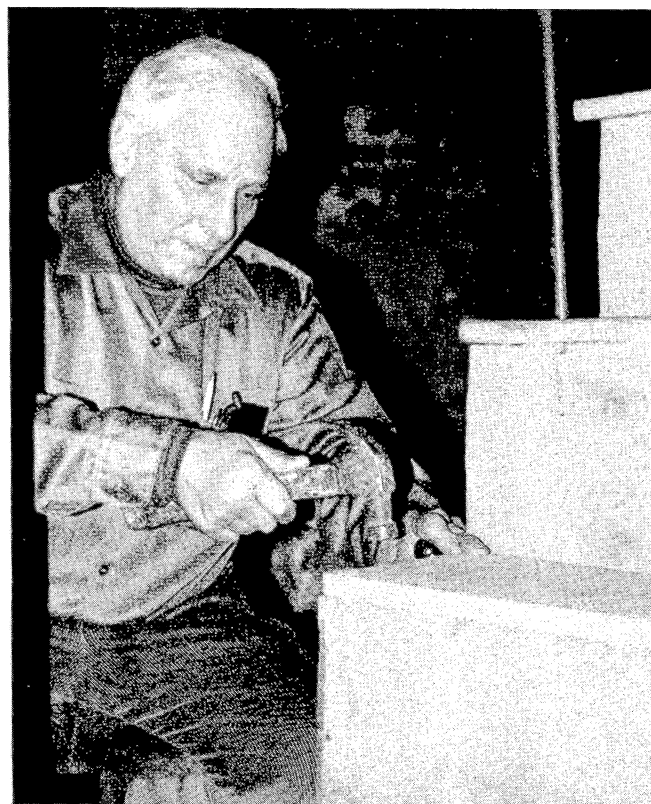
For team players, Recreation offered adult leagues in softball and basketball which involved almost 2,900 persons, and issued hundreds of field permits for team and community use. Formation of the Cambridge Softball Association brought managers and officials together for the first time.

Summer programs for youth and children were featured at the City's fields and playgrounds; an inter-city basketball tournament, a basketball clinic, and the City-wide Youth Games highlighted the season.

The Division's Special Needs program was expanded in the past year to include a pre-school summer camp serving 25 children, as well as Camp Rainbow, for 45 school-aged children. Ongoing activities included an after school program 2 days per week, Saturday activities, and evening sports for young adults.

Maintenance and capital planning were major concerns for Recreation in FY86. Youth crews from the Mayor's summer employment programs and from ERI, Inc. supplemented regular park maintenance, with special-needs teens playing a part for the first time. A capital projects fund was established for the municipal golf course, to finance improvements necessitated by steadily increasing utilization. Other planning projects included an architectural study of the Hoyt Teen Center and development of designs for the Raymond and Donnelly Field Tot Lots, Hoyt and Rindge basketball and tennis courts, and the Tobin Little League Field. The Division also participated in planning for future needs through a city-wide inventory of recreation facilities, conducted jointly with the Public Works and Community Development Departments.

The *Council on Aging* worked to improve the quality of life for Cambridge elders through a widening range of supportive services and leisure activities. Older people, with time to explore new interests, sang with the Ultra Sounds chorus, joined a neighborhood or city-wide Walking Club, worked out with the Limber Longer



The Small Repair Project helped seniors with home improvements.

exercise program or joined ceramics and line dancing classes. Traditional events such as trips and parties continued to be popular.

Ensuring the welfare and independence of older residents was the object of other COA services — Council on Aging Outreach workers made home visits, and helped elders to secure the benefits and services they need; information and referral services were provided at the central office. Mutual Aid groups offered an opportunity for socialization and group activity in three neighborhoods; while volunteer visitors and telephone callers helped homebound keep in touch.

Affordable and appropriate housing for elders is the goal of several COA programs. In 1986, the Housing Assistance program offered counseling on options and helped with placement in private or subsidized housing; Home Match helped set up shared living arrangements, Chore Corps provided trained high school students for errands, while Small Repair Service was initiated to help with home maintenance. A Furniture Bank was also established to distribute donated furniture to elders in need.

To assist families who care for elder relatives, the Family Support Project provided outreach information and referrals, as well as short term counselling and support groups. A grant from Somerville Cambridge Elder Services also enabled the Council to employ a mental health worker who could identify elders in need of professional counselling.

Transportation and employment are other needs which the COA helped to fill. The COA managed the Senior Cab Discount Program, which offers a 25% reduction on taxi fares, and operated a bus for small group trips. Prime Time Employment helped elders overcome the barriers to finding work, through counselling, referral and educational work with employers.

The *Planning and Development Division* monitors the changing needs of human service's clients and the priorities of funding sources, moving to develop appropriate programmatic responses.

The largest program operated by the Division, the Low Income Fuel Assistance Program, helped over 2,000 low-income households in fiscal year 1986 pay their fuel bills and handle heating emergencies.

The Division became the largest single childcare provider in Cambridge in 1986, offering full and part-time preschool programs for children 2.9 to 5 years old, and afterschool care for children from Kindergarten through Fourth Grade. A key accomplishment in fiscal year 1986 was computerization of this program. Through the Municipal Childcare Committee, a study of city employees' childcare needs was conducted, and resulted in a series of informational workshops conducted by the Child Care Resource Center. A new curriculum developer's position helped to multiply the resources available to the child care staff.

The Division also offered direct services through its Family and Emergency services components. The Family Service Social Worker counseled individual teens and mediated family problems. In the past year, a conference sponsored by the Adolescent Task Force addressed the problem of teenage homelessness and the lack of shelter facilities for other older teens.

The Emergency Service worker provided short-term counselling and referrals to the hungry and homeless, working in conjunction with the Homelessness Task Force.

The Division also continued to provide an umbrella for several commissions. *The Commission on Handicapped Persons* received municipal funding for the first time in 1986. Projects included architectural barrier removal, construction of curb cuts, and increasing access to services through purchase of TDD's for city offices sign language interpreters, and other adaptations. The Commission addressed the issue of expanding and enforcing handicapped parking spaces as well.

The Cambridge Consumer Council provided mediation and dispute settlement services to approximately 60 callers per month, in addition to distributing consumer information.

The Civic Unity Committee continued such activities as The Clorae Everteze Award for public service, a high school gerontology program which brought 400 students together with Cambridge elders, and the "One Church, One Child" adoption program. Ecumenical holiday services and special meetings of community issues such as housing access were also part of the Committee's Agenda in 1986.

The P & D Division also administers grants of Community Development Block Grant funds to private human services agencies serving low and moderate income residents of Cambridge. In fiscal year 1986, the second year of a 3-year funding cycle, support was provided for counselling and referral services to public housing tenants; emergency shelter for alcoholics; child care information, referral and resource development; counselling and referral services for Hispanic, Portuguese and Haitian residents; distribution of surplus food to low-income persons; support for the parents of infants at developmental risk; housing and employment counselling for elder; elderly and handicapped van transportation; short-term shelter for adolescent; and counselling services for linguistic minorities.

Water Department

The Cambridge Water Department (C.W.D.) is a municipally owned and operated water utility serving approximately 100,000 permanent customers and an estimated additional 25,000 student population 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 operating budget and capital improvement projects are financed by the sale of water, in accordance with a uniform flat rate structure established annually by the nine-member, elected City Council. The water rate for FY87 has been set at \$0.79 per hundred cubic feet or \$1,056 per million gallons. This means that for one dollar, the Department will deliver to its customers 947 gallons of high quality treated water, that is regulated by State and Federal laws. This 947 gallons is equivalent to seventeen 55-gallon drums. By comparison, the same dollar will buy only one gallon of bottled or spring water, which is not regulated by any water quality laws.

In 1985, the average daily water consumption decreased to 15.59 million gallons per day (m.g.d.), which was down 1,930,000

gallons per day (g.p.d.) from the 1985 average of 17.52 m.g.d. Using the 1980 Federal census figure of 95,322, the per capita consumption rate in Cambridge in 1985 was 164 g.p.d. The apparent reason for this substantial decline in water consumption was the predicted cost increases for the water supply and wastewater disposal functions associated with the formation of the Massachusetts Water Resources Authority (M.W.R.A.). Many water customers, anticipating high user fees, have modified their water consumption needs and process requirements.

The most significant accomplishment of the C.W.D. and Water Board in FY86 was the acceptance and approval of the "Hobbs Brook Reservoir Sodium Chloride Study" which identified and quantified the specific sources of sodium entering the tributary watershed. This report concluded that the primary source of sodium entering Hobbs Brook Reservoir is the Massachusetts Department of Public Works (M.D.P.W.) road salting applications of highway Routes 128, 2, and 2A. Secondary sources of sodium include municipal road salting by Lexington, Lincoln and Waltham; and spillage and leaching from the (M.D.P.W.) Salt Depot operation in Lexington. The Water Board is currently in negotiations with the M.D.P.W. to mitigate the sodium entering the Hobbs Brook and Stony Brook Reservoirs.

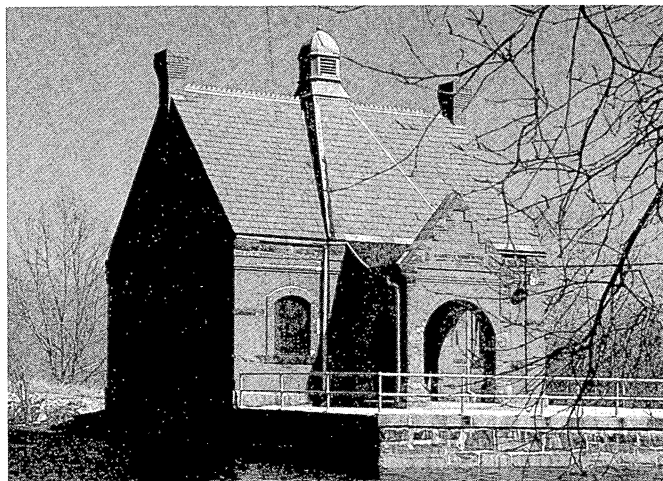
During FY86, the C.W.D. successfully completed a \$500,000 mechanical/electrical construction contract at the Water Treatment Plant. The scope of work included the complete modernization of the flocculation system in the chemical pre-treatment process, and replacement of two sludge pumps in the sedimentation basins. The completed project will improve color and turbidity removal capabilities thereby improving filtration efficiencies in the overall treatment process.

In FY86 the Water Department completed a \$100,000 water main construction project on Tremont Street, which replaced 1,300 linear feet of unlined, 6-inch cast iron pipe to improve fire protection in the area. In addition to this pipe line project, the C.W.D. also awarded a \$165,000 mechanical contract for the replacement of the hydraulic surge control and vacuum priming systems in the high lift pumping station.

The quality of water provided by the Cambridge Water Department is regulated by the Commonwealth of Massachusetts. "Drinking Water Regulations" (310 C.M.R. 22.00), which requires sampling and testing of water provided to the public for physical, inorganic, organic, biological and radiological contaminants. The testing frequencies and maximum concentration levels of the contaminants monitored vary according to guidelines established by the State Department of Environmental Quality Engineering (D.E.Q.E.). A comparative synopsis of the D.E.Q.E. sampling and testing requirements, along with a summary of quantitative analysis of Cambridge tap water is available at the Water Department Business Office, at 250 Fresh Pond Parkway.

In addition to the current requirements of D.E.Q.E., the quality of water will be further regulated by the Federal Safe Drinking Water Act Amendments of 1986 (S.D.W.A.). This new Federal Law will require utilities to analyze and test water for microbiological and radionuclide contaminants, plus numerous chemicals

including 14 volatile synthetic organics, 35 synthetic organics, 23 inorganics, and 50 organics. In anticipation of these new testing requirements, the C.W.D. will expand its existing "priority pollutant scan" evaluation program of the three supply reservoirs and one finished-water reservoir to comply with the new S.D.W.A.



Stony Brook Dam Gate House.

The Schools

Decribed as an "Education Showplace", by Massachusetts Commissioner of Education Harold Reynolds, the Cambridge Public Schools have gained national focus for meeting the needs of a diverse student population.

Under the direction of Schools Superintendent Dr. Robert S. Peterkin, the system consists of 13 elementary and one comprehensive high school serving close to 7,900 young people. The staff includes 680 teachers, 80 administrators and 411 support personnel.

The School Department budget for 1985-1986 was \$49.2 million; \$19.2 million of that amount is reimbursable through federal and state funding. Six million dollars of the budget support programs for special needs students, \$2 million for transitional bilingual education and \$1.2 million for occupational educational programs.

Since 1984 students have shown significant increases in basic skills achievement. This is illustrated by the percentage of students who passed the Test of Basic Skills, a jump from 77% in 1984 to over 86% in 1985. Fifty-six percent of high school students continue their education after graduation. Pupil drop out rate is 7%, and 48% of the children meet federal standards for free or reduced price lunches.

Cambridge voluntarily desegregated its schools in 1981 through a policy developed by school staff and parents. The Cambridge desegregation policy has become a national model and continues to be cited by education officials as one of the most successful school integration efforts in the country.

Of the 7,980 student population, 46.7% are minority, 7.5% receive bilingual services, and 22.9% are special needs students. Students represent over 60 nations and 40 primary languages.

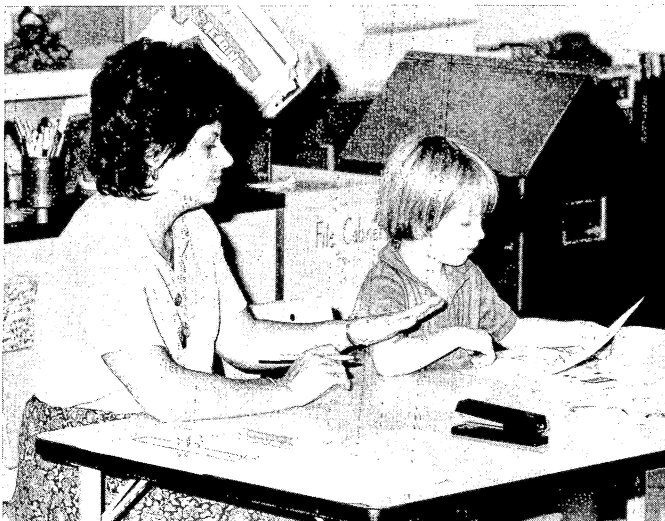
A long tradition of parent and community support has made our school system a leader in public education. Supplementing this is an endeavor titled, "The Cambridge Partnership for Education", that will bring businesses, universities and the schools together in a venture that will ensure continued progress for our public schools and maintain our standard for educational excellence.



Three elementary school children working at their desks.



Computer Literacy Program offered by the Cambridge School Department.



Carol Basile, a teacher at the King School, assists one of her pupils with his art project.

Department Heads

Affirmative Action:

William A. Gomes

Animal Commission:

Mark W. McCabe

Arts Council:

Annabelle Hebert

Assessors:

Kevin T. McDevitt
Faith McDonald
Robert P. Reardon

Auditing:

Arthur F. Libitz

Budget:

Louis DePasquale

City Clerk:

Paul E. Healy
Joseph E. Connarton

Community Development:

Michael H. Rosenberg

Data Processing:

Valerie A. Roman

Election Commission:

Edward Samp
Sondra Scheir
Artis B. Spears
Peter Sturges

Electrical:

George Fernandes

Emergency Management:

David B. O'Connor

Executive:

Robert W. Healy
Richard C. Rossi

Fire:

Thomas V. Scott

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:

Sarah Wunsch

Human Services:

Jill Herold

Inspectional Services:

Joseph J. Cellucci

Law:

Russell B. Higley

Library:

Joseph G. Sakey

License:

James Thaddeus McDavitt

Neville Manor:

Gerald L. MacDonald

**Nuclear Disarmament & Peace
Education Commission:**

Jeb Brugmann

Personnel:

Michael P. Gardner

Police:

Anthony G. Paolillo

Public Works:

Everett Kennedy

Purchasing:

Barbara L. Duffy

Rent Control:

Margaret Drury

School:

Robert S. Peterkin, Ph.D.

Sealer-Weights & Measures:

Robert K. Laffin

Traffic and Parking:

George Teso

Veterans Benefits/Services:

Paul J. Ryan

Water:

John J. Cusack, Jr.

Women's Commission:

Nancy M. Ryan

Department	Tel. No.	Department	Tel. No.
Affirmative Action	498-9024	Human Services	498-9076
Animal Commission	498-9041	Inspectional Services	498-9013
Arts Council	498-9033	Law	498-9020
Assessors	498-9007	Library	498-9080
Auditing	498-9008	License Commission	498-9021
Budget	498-9009	Mayor	498-9090
Cable T.V.	498-9000	Neville Manor	492-6310
Cemetery	498-9053	Parking Violations	498-9036
City Clerk	498-9017	Peace Commission	498-9000
City Council	498-9094	Personnel	498-9024
Community Development	498-9034	Police	498-9300
Conservation Commission	498-9048	Printing	498-9026
Consumer Commission	498-9023	Public Works	498-9051
Council on Aging	498-9039	Purchasing	498-9027
Data Processing	498-9069	Recreation	498-9028
Elections	498-9087	Rent Control	498-9077
Electrical	876-0125	Revenue	498-9030
Emergency Management	498-1590	Schools	498-9200
Executive	498-9011	Traffic & Parking	498-9042
Fire	876-0125	Treasury	498-9032
Handicapped Commission	498-9000	Veterans Services	498-9044
Health & Hospital	498-1000	Water Department	498-9070
Historical Commission	498-9040	Weights & Measures	498-9031
Human Rights Commission	498-9049	Women's Commission	498-9014

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		Alan Cherish
		Bert Giroux
		Jane Kent
		Kenneth Williams
		Edward Carney



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
TEL. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

February 9, 1987

To the Honorable, the City Council:

Enclosed please find copy of the Annual Report of the City of
Cambridge for 1985 - 1986.

Very truly yours,

Robert W. Healy
City Manager

RWH/mbf
Enc.

Re: enclosed copy fo the Annual Report for
the City of Cambridge for 1985-1986.

In City Council,

February 9, 1987

Placed on file