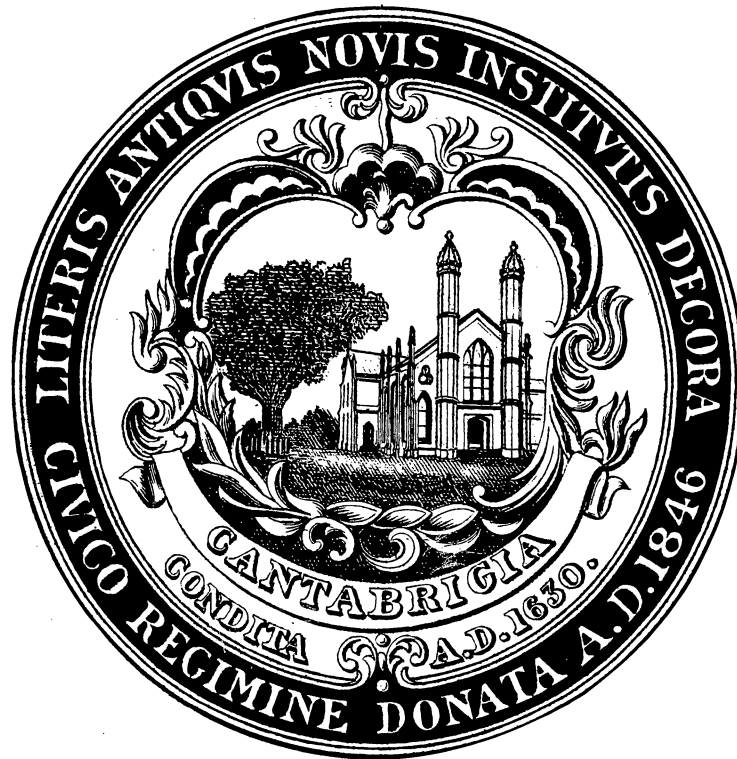


ANNUAL REPORT

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City of

C A M B R I D G E

M A S S A C H U S E T T S

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

Tel. 498-9011

EXECUTIVE DEPARTMENT

ROBERT W. HEALY

City Manager



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

I am pleased to submit the attached annual report for the fiscal year commencing July 1, 1983, and ending June 30, 1984. This year witnessed several significant financial accomplishments for the City of Cambridge, including and most importantly the compliance with two state laws: the first state law requires all property to be assessed at full and fair market value; the second state statute is the tax limitation law known as Proposition 2 ½, which limits annual tax levies to 2 ½ percent of total assessed valuation. The total assessed value of \$2,901,000,000 and the 1984 tax levy of \$69,617,211.49 produced an equalized property tax rate in Cambridge of \$23.99 (compared to a levy of \$79,961,426 and a \$61.94 equalized rate in F.Y. 1981). Additionally, the City Council classified property according to use. Under this tax classification method, the residential property tax for 1984 was \$17.00 per thousand, (one of the lowest in Massachusetts) while the commercial and industrial tax rate was \$33.12.

An additional fiscal highlight for FY84 was the improvement of the City's bond rating. In conjunction with the sale of \$5,315,000 in bonds in February of 1984, Standard and Poor's Corporation increased its debt rating of the City to A-. The increase from BBB+ is important as bonds noted A- and above are considered investment grade bonds and therefor more marketable.

Finally, the City's overall cash position showed a strong improvement over past years. This cash improvement is attributable, among other factors, to the settlement of the Boston and Maine Railroad tax delinquency case, which resulted in payments to the City of over \$4,300,000.

This past year has been especially successful for the City's active economic development program. Many projects have been completed, others broke ground, more were conceived, assuring that growth will continue well into the next decade. The East Cambridge area has remained the most active with the completions of the 200-room Sonesta Hotel expansion, and the first phase of the Riverview Office Building (Carter Ink). Projects breaking ground included the Riverside Place Building by Cabot, Cabot, and Forbes, Ten Canal Park by Unihab, and Phase II of the Riverside Office Building.

With the new Red Line Station at Alewife nearing completion, there has been considerable activity in that area of the city. The first phase of Spalding and Slye's Cambridge Park is now complete and ready for occupancy. Construction of the Fresh Pond Square project is progressing rapidly. Master planning has started on the W.R. Grace site with the designation of Hines Industrial as developer.

While development activity has understandably been concentrated in these designated area of the city, there has been much progress on other projects, including the completion of the University Place development in Harvard Square and continued construction of the Charles Square project next door.

All of these efforts have been the result of intensive planning efforts involving extensive neighborhood review insuring that residents will experience minimal impact while sharing in the benefits the projects bring in the form of public improvements, new jobs, and lower tax rates.

Other notable events of the past year include:

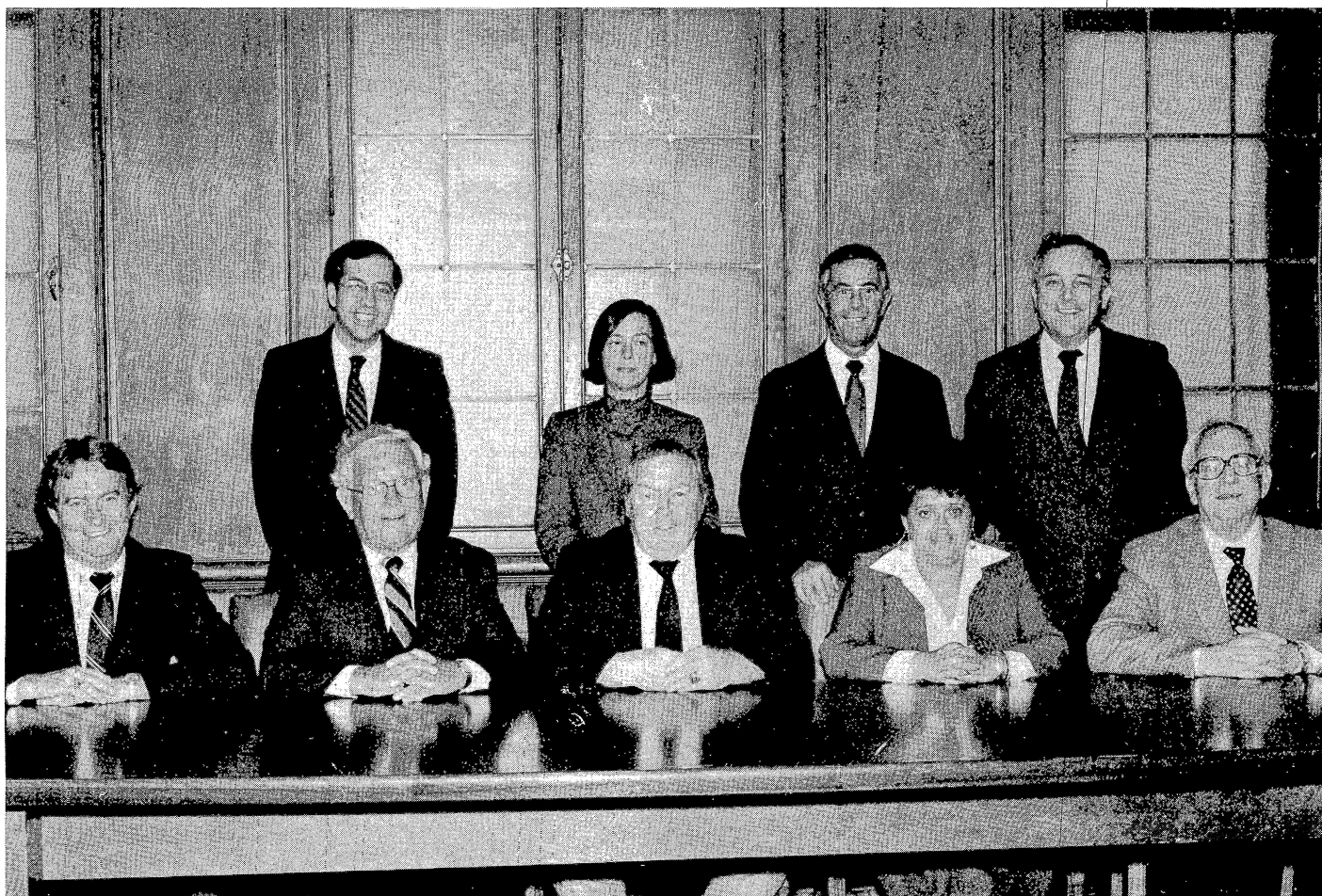
Renovation of three elementary schools. (Graham-Parks, Longfellow, and Roberts)

Rindge Shelter Neighborhood Facility renovation

Lease-Purchase with maintenance of \$1,000,000 in Public Works equipment

Once again, the accomplishments of this past year were a result of cooperative efforts between the City Council, City Employees, and the Citizens. All three groups should be proud of what they have achieved for the City of Cambridge.

Respectfully submitted,
Robert W. Healy
City Manager



Front row, left to right, Councillors Daniel J. Clinton, Walter J. Sullivan, Mayor Leonard J. Russell, Councillor Saundra Graham, Councillor Alfred E. Vellucci

Back row, left to right, Councillors David E. Sullivan, Alice K. Wolf, Thomas W. Danehy, Francis H. Duehay

City Clerk

The official city records began on March 29, 1632 when the first town clerk opened the Newtowne Book of Records. The clerk's office has registered every birth, death and marriage in Cambridge from 1639 to the present. The office also conducted the city's first official complete census, counting 1,571 residents in 1765. The vital statistics and other records maintained in the office provides an interesting and progressive history of the city's growth since its founding.

Today, when maximizing non-tax revenues is crucial, the clerk also collects fees ranging from sporting licenses to marriage licenses and recording fees for official papers such as mortgages and business certificates. During FY84, the clerk's office increased it's revenue, bringing in a total of \$88,605.05.

Licenses and Fees

Sporting licenses	\$10,894.50
Marriage licenses	10,680.00
Sporting fees	442.05
Certified copies	61,834.50
Archery stamps	115.00
Waterfowl stamps	79.00
Duplicate licenses	10.00
Sale of zoning ordinances	4,500.00
Sale of general ordinances	50.00
	\$88,605.05

Recording and Fees

Mortgages, etc.	\$15,975.00
Business certificates	4,390.00
Business certificates withdrawal	140.00
Physicians	40.00
Filing of zoning petitions	850.00
Constable filing fee	800.00
Cable Television applications	400.00
	\$22,595.00

Vital Statistics

Cambridge residents-Births in Cambridge	384
Non-residents-Births in Cambridge	1,100
Cambridge Residents-Births Outside Cambridge	564

Intentions of marriages

filed	1,039
Marriages recorded	987
Deaths recorded	1,675

Delayed returns of Birth

recorded	14
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Affidavits of Correction

of Births recorded	162
Instruments recorded	2,068

Law

Up until the late 19th century, the city hired a lawyer each time the need for legal services arose. An 1872 ordinance first created the office of City Solicitor as government became more complex and the volume of work increased.

In fiscal year 84, the Law Department's activities again primarily focused around litigation. Approximately 119 civil law suits were commenced against the City in the Trial Courts of the Commonwealth and the U.S. District Court in which the Law Department filed appearances in defense of the City.

The Law Department represented the City in approximately 100 claims which were heard by the Committee on Claims of the City Council.

The department is responsible for the handling of workmen's compensation claims brought by employees from all departments of the City. Workmen's compensation cases involve extensive administrative work as well as investigations and hearings at the Industrial Accident Board. Approximately 350 workmen's compensation claims were handled in fiscal year 84.

The aforementioned enumeration of law suits include representation before the Appellate Tax Board, Contributory Retirement Appeal Board, Civil Service Commission, Massachusetts Commission Against Discrimination, Equal Employment Opportunity Commission, Massachusetts District Courts, Superior Court, Appellate Division of the District Court, Appeals Court, U.S. District Courts, First Circuit Court of Appeals and the U.S. Supreme Court.

The department also services all department heads of the City by providing written opinions and advice.

Finance

Administration

The major accomplishment of the Administration division during fiscal year 1984 was an upgrading of the City's bond rating to an A - from a BBB + rating by Standard and Poors Bond Rating Service. This upgrading represents the first bond rating increase for Cambridge since the passage of Proposition 2 1/2, when our rating was lowered from a AA. That reduction represented the uncertainty over the long-term effect of life under Proposition 2 1/2. This higher rating translates into lower borrowing costs for the City's bond and tax anticipation notes.

The increased bond rating serves as an indication of the improvements made in several areas of the City's fiscal operation for which the Finance Department is directly responsible.

Budget

The four person staff prepares the annual operating and capital budgets as well as the five year public investment plan. The budget staff, in addition to coordinating the city's compliance with the federal government's rules and regulations relating to revenue sharing, participated in the decision-making process regarding software enhancements to the in-house computerized accounting and budgetary control system. The budget division continued to serve as a resource center for city departments in matters relating to the computer system and participated in reviewing recommendations for the placing of remote computer terminals in user departments. Members of the staff also participated in the selection of a payroll service bureau and coordinated the implementation of the system. The staff also prepared the disclosure statements and other relevant financial documents for presentation to the two bond sales during FY84. The staff continued its involvement with the independent auditor in its preparation of the annual audited financial statements. The budget division also, in conjunction with five major departments, developed the city's first neighborhood budget.

Personnel

The Personnel Department has taken over, under delegation agreement, the full operation of the Labor Service Section from the State Department of Personnel Administration. New civil service lists for labor service positions are being prepared and certified directly from the Ci-

ty's Personnel Office, resulting in more timely hiring through the locally administered system. The Personnel Department has continued to prepare lists of eligible applicants for departments to use in hiring for non-civil service positions, providing a central resource for departments to use.

Employee Benefits began reviewing alternative Health Maintenance Organization plans and other steps to reduce the cost of health care for City employees.

The payroll was converted to an automatic system with a new vendor, becoming operational July 1, 1984.

In Labor Relations an initial two year contract was negotiated with the attorneys from Rent Control and a two year contract through Fiscal 1985 was negotiated with the Nurses at Cambridge Hospital and Neville Manor. The department began planning for and initiated contract negotiations with the eleven other employee organizations. Negotiations with these organizations are continuing and will be concluded during FY85. The department continued administering contracts with all twelve employee organizations, including the process of settling grievances and defending cases at arbitration.

Assessing

The City's first revaluation in over sixty years of all real and personal property to the full market value was certified by the State Department of Revenue in November of 1983. This was required by the passage of Proposition 2 ½, since the amount of dollars the City could collect from real and personal property taxes is limited to 2 ½ percent of the full market value of real and personal property. Cambridge's assessed valuation for 1984 was 2,901,630,689 and allowed the City to raise 69.8 million in property taxes, roughly the same as in FY 1983.

Purchasing

The Purchasing Department is responsible for the procurement of supplies, equipment and services for all City departments. An increase in blanket orders has been accomplished as a result of reports produced by the com-

putized accounting system; allowing for more timely delivery.

A repeated effort has been made to join with other political subdivisions for cooperative bidding. Bidding as a consortium results in volume purchasing and lower costs for the City. A continuing effort is being made to broaden

Performance Indicators	1982-83	1983-84	1984-85
purchase order processed	15,100	14,500	14,000
Performance Indicators	300	290	280
contracts processed			
Performance Indicators	160	160	155
bid openings-supplies, materials, services, lease/purchases, and requests for proposal			
bid openings-construction emolition	26	25	24

the scope of items which may be obtained in this manner.

The Purchasing Department worked jointly with the Affirmative Action Office and the Community Development Department to develop the City's new Minority Business Enterprise Program, and has been successful in achieving the implementation of this program for construction contracts and the purchase of equipment and

supplies.

The Purchasing Department is also responsible for the City's Printing Department which not only provides printing services to all City Departments, but also maintains the operation and oversees the billing of mailing and photocopy machines.

Auditing/Accounts Payable

The Auditing Department has been a major beneficiary of the City's new automated accounting system. All of the normal accounting functions are being performed on the system which include the verification of availability of funds and the approval of purchase orders, the entering of all vendor invoices for payment and the maintenance of the General Ledger on behalf of the City.

One of the key accomplishments came at the end of FY84. The closing of the accounting records was completed on a very timely basis. This made it possible for the City's independent auditors to complete their work on schedule.

Tax Delinquency

In FY 84 there was a large increase in both property tax delinquent payments and tax title payments as well as the number of properties put into tax title which is legal foreclosure proceedings taken by the City for nonpayment of property taxes.

As of June 30, 1984 (FY84) delinquent tax collection totaled 3.3 million dollars which was an increase of 1.2 million over FY83. Tax title collections totaled 4.5 million dollars, of which over 4.2 million was attributed to the City's settlement with the Boston and Maine Railroad for unpaid taxes in November, 1983, as a result of the U.S. Court of Appeals decision in favor of the City. Overall, 840 accounts with a dollar value of 1.7 million were placed into tax title in FY 84, compared to 26 accounts totalling 600,000 the previous fiscal year.

These positive results in the area of tax delinquency are a result of implementation of a automated tax delinquency computer system in 1983, as well as an overall aggressive stance towards unpaid taxes.

Treasury

Because of the City's improved cash flow, better tax collection procedures and increase in non-property tax revenue, the City only borrowed 27.5 million in revenue anticipation notes for FY84. This is basically short-term borrowing in anticipation of real estate and personal property tax revenue. The 27.5 million borrowed is a decrease from the 30.0 million borrowed for FY83 and the 40.0 million to 50.0 million borrowed in previous fiscal years. This downward trend will continue in future fiscal years and means the City will continue to have smaller interest payments.

Revenue

In March, 1984, the Collectors Office converted its excise tax operation to an "in-house system" which now allows the City to control its billing, accounts maintenance and collection process more effectively. Previously, the City relied on outside service bureaus. The change has assisted the City in collecting \$1,100,000 between March 1984 and June 30, 1984 an increase of 331,000 over the same period for the previous fiscal year. In addition to providing a more effective collection system, the new system costs approximately \$20,000 less than the service bureau system.

Data Processing

During FY 84 the City continued to make progress both in implementing new data processing applications, as well as expanding the use of the central accounting system installed a year earlier.

In May 1982, the City installed a Sperry System 80 mini-computer at City Hall. At the same time a central accounting system was installed by Main Hurdman, a national accounting firm who had developed the system.

This system incorporates the setting up of encumbrances and purchase orders. The City Auditor's office is responsible for the now automated accounts payable and vendor payment process.

Due to improvements made possible by the new computer and accounting system TAG (Total Accounting for Government) the City was able to close its fiscal year for 1984 in record time.

In addition, all real estate and personal property records other than the current year are processed on the in-house computer.

In early 1984 a system for the processing of motor vehicle excise taxes including billing and collections was installed. The function allows both the Revenue Department and the City Assessor staff to access account information on-line with computer terminals.

In the late spring a Request for Proposal was issued as the City ventured into the area of word processing and office automation. A committee studied several proposals and selected the Sperrylink system. Installation and training is expected in the third quarter of FY 1985.

Employee Pension Liability

As of January 1, 1983 the City's contributory investment system had an accrued unfunded liability of 123.8

million. In recognition of this data compiled by Massachusetts Retirement Law Commission, an appropriation of \$1,000,000 was made by the City Council in FY84, to begin the funding (or reduction) of the systems unfunded liability. It is anticipated that a similar appropriation will be made in future fiscal years. These funds are held in a separate pension reserve fund under the control of the City Treasurer.

Retirement System

The office staff is responsible for maintaining the accounts of 3,000 active members, 299 inactive members, 1,272 contributory retirees and 282 under the non-contributory system.

Under Chapter 32 of the Massachusetts General Laws, the staff is also required to the following funds of the retirement system: annuity savings, annuity reserve, special fund for military service credit, pension and expense fund.

Since the passage of Chapter 630 of the Acts of 1982, the Cambridge Retirement Board's goal is to restore public confidence, accountability, efficiency and financial stability in the Retirement System.

The Retirement Board recently completed a detailed report on retirees and active members to the Retirement Law Commission. This statistical information was required in order to determine the amount of the unfunded liability of the Retirement System.

General Services

Printing

The print shop provides printing, binding and duplication services to all city departments. Accomplishments for FY84 included one thousand four hundred jobs completed made-up of approximately seven million printed sheets. The print shop also printed over 400,000 envelopes.

Composing

This division provides general composing services to all city departments, the composing typewriter was used to produce the annual budget, annual finance report, city council meeting records, and other important city forms and documents.

Microfilm

This division is responsible for performing records management in the city. During FY84 the microfilm staff

has filmed, indexed and cataloged a total of 316 individual rolls of film. Document duplication was updated for the following departments: purchasing, city clerk, election, treasury, personnel, payroll, employee benefits, license, historical, and hospital.

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.

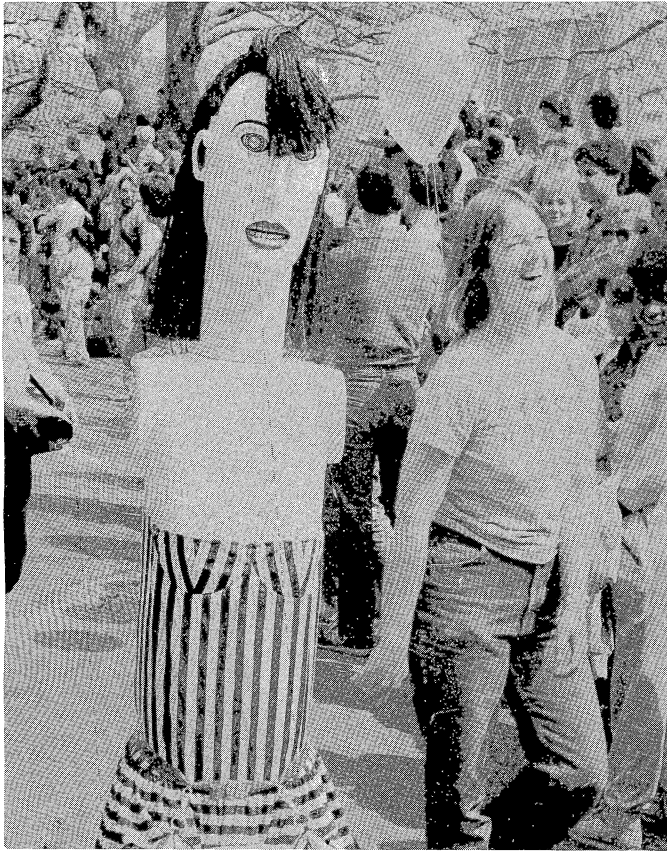
The Commission is composed of 2 Republicans and 2 Democrats appointed by the City Manager from a list submitted by the City Committee of each party. The Commission supervises the counting of the proportional representation method of voting, a complex procedure that may last up to a week. Implemented in 1940, PR ensures representation to minority groups and stimulates more citizen participation but demands a great amount of time and patience.

During fiscal year 1983-84, the Election Commission supervised two elections. On November 8, 1983, 66% of the electorate voted in the Municipal Election. On March 13, 1984, the Presidential Primary attracted 42% of the city's voters.

In addition, the Commission conducted the annual street listing in accordance with state law. The Commission continually strives to make it as easy as possible for citizens to register to vote. The offices at 362 Green Street are open each business day for registration, 60 sidewalk sessions were held in Harvard and Central Squares and neighborhood sessions in each ward were conducted before registration deadlines.

Arts Council

This year marks the tenth anniversary of the founding of the Cambridge Arts Council - a decade of expansion for the arts based on growing public awareness, support, and demand. The Council's programs have made all of the citizens of Cambridge, both young and old, a vital participatory audience. The Council has enriched the neighborhoods where people live and work, and enlivened the experience of people visiting Cambridge. This year also marks a decade of commitment to artists, to furthering their place in our City, meeting their needs and advocating for their support. The Council is committed to continuing the funding of their work - so vital to us all, and to future



"World Sculpture Race" Cambridge River Festival generations.

The philosophy of the Council might be described as "keep giving people what is good until it becomes popular." Our experience is that people do recognize the good, no matter what their background or education.

The Public Art program is responsible for the installation of close to seventy works of art in public places throughout Cambridge--murals, sculpture, statues and more. Through this program, the city of Cambridge has truly become a "gallery without walls." Many of the works reflect the history and ethnicity of the neighborhoods where they are located.

Hundreds of artists have samples of their work in the Art Bank slide registry at the Council. This registry is used to identify artists for public art programs and is also open to anyone seeking artist's services.

Arts On The Line was developed in conjunction with the Massachusetts Bay Transportation Authority. Under this program, artists of national stature are chosen by jury to design permanent works that are integrated into new and renovated MBTA subway stations. A total of thirty works will be installed, and with the opening of the Red Line stations this coming year, they will represent the largest installation of art in a transportation setting in the United States.

This year the Cambridge Arts Council along with the Department of Transportation co-hosted the First New England Public Art Conference--the first regional conference on public art in the area. Artists, Architects, Ad-

ministrators and the public gathered to discuss the trends and the latest developments in Public Arts and the Council showed its public art projects.

The Community Arts Program provides continuous, yearlong quality arts programs to the Cambridge community. CityArts, a model program developed through funding from the National Endowment for the Arts, is a regrantee program which has awarded a total of \$150,000 over the past three years in grants to artists and performing groups. These funds were matched by local cash and in-kind contributions. Credited with helping to overcome the barriers that divide segments of the city, the program has also strengthened existing arts resources by making them available to a wider range of audiences. Designed to reach those who have not traditionally enjoyed the full spectrum of arts programming, such as minorities, low-income citizens, students, the elderly and the handicapped, CityArts has funded over 100 arts projects in the public schools and neighborhoods.

In 1982 the Cambridge Arts Council was designated as the official Arts Lottery Council for Cambridge, and each year makes awards of approximately \$40,000 in grants to artists under this program. Administered by the Community Arts program, the Arts Lottery awards are also designed to bring artists into the community.

This year the Community Arts program created Performance Bank, a free listing service which makes information about performers available to community sponsors, increasing the networking between artists and com-



"Stephen Baird & Friend" Cambridge River Festival

munity groups.

The Cambridge River Festival has traditionally brought together the diverse population of Cambridge in a celebration of that diversity through visual and performing arts. Opening Day (May 19, 1984) broke all attendance records by attracting over 90,000 people to the festivities along the Charles River.

This year there were five performance stages, including the popular Gospel Tent, a Community Parade, the Third Annual Sculpture Race and the Worlds of Food and Crafts. Other events during the month included the First Video Art Festival, which featured art video pieces produced by 15 independent local video artists. This event, acclaimed by both the public and the media, will now become an annual event. Premiere performances of "The Moon and the Guardian," choreographed and danced by nationally acclaimed Cambridge resident, Arawana Hayashi, were held for three nights at the Institute for Contemporary dance.

On June 23, 1984 the Cambridge Arts Council honored the rich history of street performing in Cambridge with a Street Performers' Festival on the Cambridge Common. Singers, jugglers, mimes, musicians, clowns and storytellers performed under the trees and on the grassy areas of the Common to the delight of the thousands who attended. In keeping with the traditions of both street performing and the River Festival these artists encouraged the public to take an active part in the performances. This Festival will also become an annual event of the River Festival.

The Cambridge Arts Council is a moving force, continually improving, and sharing our expertise with similar organizations nationwide. Our programs are designed to benefit the City of Cambridge, and have become nationally recognized models for arts in an urban setting. The benefits of our efforts and services have overflowed to neighboring communities and we continue to expand our programs to meet the growing demand from the people of Cambridge - a demand which we helped to create.

Animal Commission

The Cambridge Animal Commission (CAC) which consists of a seven member board, addresses all aspects of animal welfare control and care. There are two Animal Control Officers responsible for enforcement of the leash/scoop law (Ordinance 998) 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. Revenues collected during fiscal year 1983-84 from dog violations was \$37,000.

CAC also issues dog licenses. During Fiscal Year 1984 3,500 dog licenses were issued. Revenues received from licensing was \$15,000.

The Commission offers a low cost spay/neuter program for dogs and cats; lost and found records for dogs/cats; animals for adoption that are unclaimed in the dog pound; health care information; and a humane literature library.

Fire

During Fiscal Year 1984, the Cambridge Fire Department responded to 10,128 calls for service, an increase of 1,704 calls over the preceding time period. The Department budget of \$8,370,270.00 supports 284 sworn personnel and 4 non-sworn personnel. During FY84 the department responded to Fourteen (14) multiple alarms and 203 building fires. Also, during FY84 the department undertook steps to ensure compliance with the new State smoke detector law.

FY84 also brought about the replacement and purchase of fire equipment to meet the ever changing technologies of the 1980's. Self-Contained Breathing Masks were purchased to replace outdated ones. These masks are lightweight and allow for longer use by fire personnel in situations that could occur in the underground subway stations or in high-rise structures situated throughout the city. These masks also provide maximum protection when dealing with toxic substances. Fire hoses were also replaced in all companies allowing for greater water carrying capacity.

An important phase of fire services is prevention. The Fire Prevention Division of the department coordinates and ensures compliance with all applicable state and/or local requirements. With the current development boom in Cambridge, the introduction of manufacturing and research methods involving highly toxic and flammable materials and the continuation of the fire company level inspection program has resulted in this division's workload being increased over the past year, a trend which is expected to continue to increase to meet the safety needs of all people in the city.

The six-member Arson Squad investigated all fires of



Firemen fight four alarm fire on Commercial Avenue



Firemen fight three alarm fire on Third Street



Firemen fight four alarm fire on Mifflin Place

suspicious origin within the city. All members of this squad have received extensive training as arson investigators. This squad, whose members are graduates of the National Fire Academy and the State Police Academy, has been directly responsible for a number of arson convictions. Unit operations for the past year included the investigation

vestigation of 98 building and 45 motor vehicle fires. Motor vehicle fires, as a result of arson as the cause, are down from 33 per month in 1983, to an average of 3 per month in 1984. This is due to vigorous pursuit of evidence and convictions by this unit.

Year	Fire Duty and Other Services	Emergency Medical Services	False Alarms	Mutual Aid	Total
FY82	4,597	1,885	1,169	222	7,873
FY83	4,982	2,201	1,053	188	8,424
FY84	6,079	2,832	1,002	215	10,128

Police

For the fiscal year ending June 30, 1984, the Cambridge Police Department had a total of 246 sworn personnel:

- 1 chief
- 8 captains
- 21 lieutenants
- 29 sergeants
- 187 patrol officers

The Academy graduated 19 recruits on August 21, 1983. A class of 22 recruits began training in July, 1984.

A priority emphasis of the Department during the fiscal year was enforcement of motor vehicle laws. In the past, motor vehicle stops have proven to lower the crime rate, lower the accident rate, and thus lower motor vehicle insurance rates.

During the fiscal year, Cambridge officers handed out 21,253 moving vehicle citations and 157,717 parking tickets. Reported motor vehicle accidents totaled 4,682, a drop of 266 from the previous year.

Reported Part I crimes (as defined by the F.B.I.

Uniform Crime Reporting System) dropped from 8,427 the previous year to 7,171 this past year, a percentage change of - 14%. The crime of assault registered an increase during the year while rapes, robberies, burglaries, larcenies, and auto thefts all recorded decreases.

Traffic & Parking

The Department of Traffic and Parking has the overall responsibility to establish policies for parking and traffic control throughout the City. An estimated 350,000 cars and trucks come into the city each day. These vehicles, in addition to the 37,000 vehicles registered to city residents have added increased responsibilities to the department within the past several years.

Under the direction of the Director of Traffic and Parking, all aspects of traffic and parking control are met on a daily basis. In the area of traffic control, the department maintains 97 traffic signal controllers and 34 warning beacons through a maintenance contract to a private sector contractor. This contractor is responsible for maintaining the devices and replacing devices that have been damaged or knocked down.

Traffic Engineering section is responsible for the design of traffic control, parking lots and engineering studies. All plans for commercial development that may have an impact on traffic and parking on public streets and ways are reviewed by the Engineering Section of the department. This section performs various traffic studies such as high accident locations, traffic counts, truck restrictions and one way streets systems.

Parking Control is accomplished through a variety of programs that increase the effectiveness of the department of Parking Management Programs. One of the most effective aspects of Parking Management is the Resident Parking Programs. City residents, whose vehicles are registered in the Commonwealth and principally garaged in Cambridge, can obtain a resident parking sticker and two visitor passes. Residents who do not own or control a vehicle are allowed to obtain two visitor passes upon proof of residency. The proof of residency is only acceptable in the form of a current utility or telephone bill. The visitor passes are intended for use by the resident's guests and are not to be used for excessive extended periods of time without the written approval of the Director of Traffic and Parking.

During the first three quarters of 1984 the department issued 26,390 resident stickers. In comparison to the same period of time in 1983, this was an increase of 886 stickers.

The issuance of visitor passes has decreased by 1920 permits, as compared to 1983, for the first three quarters of the year. The misuse of visitor permits by residents has lead to the revocation of 282 permits.

The City's 2800 parking meters provide an opportunity

for parkers to legally park in the various commercial areas in the city. These parking meters are maintained by this department. The maintenance program insures that parking meters are free from mechanical defects. The new rate of 25 cents/hour in outlining commercial areas and in Harvard Square, Central Square, and along Massachusetts Avenue has resulted in a substantial increase in meter revenue over the past fiscal year.

Off-street parking facilities are operated by this department. The Green-Franklin-Pearl Municipal Garage in Central Square has increased available parking in the Square and has provided monthly parkers with the opportunity to rent a space in a structured parking facility. The Cambridge Hospital parking facility is maintained and operated by this department through user fees paid by monthly and daily parkers. The East Cambridge Garage, presently under construction, will provide 560 parking spaces for use on a fee basis to area businesses and governmental agencies. This garage will be operated by this department.

Parking enforcement is a key ingredient to the overall parking management program. This department currently has 25 parking control officers that enforce the City's parking regulations. These officers along with the Cambridge Police Department issue approximately 450,000 parking tickets per year. Due to parking management, this figure has been decreasing over the last year. The department's parking control officers are assigned various routes, both residential and commercial throughout the City. As the heaviest of citizen complaints concerned parking violations during the evening hours, a night shift has been activated to enforce parking in certain residential areas.

The marking of pavements for crosswalks, stop line and lane markings is done by work crews assigned to Traffic and Parking. There are 1400 crosswalks and 900 stop lines that are painted twice a year to increase their visibility. This project is vitally important in protecting the safety of our school-age and elderly citizens. About 70 miles of center line and lane markings are painted twice each year during the Spring and early Fall.

The collection of parking tickets was mandated by the Legislature to be undertaken by the City in which the ticket was written. As a result of this legislation, the Parking Violation Bureau was established. The Parking Violation Bureau is responsible for the computerization of issued tickets, noticing of overdue tickets, and the impounding of vehicles that have five or more outstanding parking tickets. This division also is responsible for the adjudication of contested parking tickets.

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 Service. The 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 of duplication, simplification of procedures and a record control system of code violations. In addition this department is self supporting with revenue being increased from \$248,000 in FY80 to \$1,928,080 for FY84.

Item A

Number of permits issued

Building	1,604
Plumbing	1,528
Gas	912
Wire	2,091
Elevator	169
Milk Licenses	512
Special Builders License	1,069
Annual Builders License	530
Cert. of Occupancy	393
Elevator Tests	778
Appeals Zoning Cases	95
Appeals Bldg. Code	4

Item B

Revenue

Building permits Certificate of Inspection	\$1,425,390
Plumbing Permits	115,347
Wiring Permits	99,229
Elevator Permits & Testing	96,926
Zoning Appeal Filing Fees	63,334
Cert. of Occupancy	34,846
Gas Permits	19,665
Retail Food Cert. Builders License (Annual)	14,995
Boarding & Razing	12,200
Massage Establishments	10,525
Private Bridge (Air Rights)	8,632
Builders Licenses (Special)	5,650
	5,491
	5,345

Package Stores	2,845
Milk Licenses	2,558
Photocopy Services	1,540
Mobil Food Services	1,275
Swimming Pools	775
Food Processors & Manufacturers	600
Building Code Appeals Fees	500
Retail/ Wholesale Bakeries	412

Total Revenue

\$1,928,080.00

Item C

Other Activities

Plan Reviews	165
Fire Department Referrals	104
Court Hearings	90
Special Reports	47
Places of Assembly Inspected	1,800
Complaints Received	3,200
Inspection Made	37,000
Violations Cited	70,000
Violations Corrected	57,000
Information & Referrals	17,000

81%

License Commission

The License Commission, created in 1919, is comprised of the Chief of Police, the Chief of Fire, and a third member appointed by the City Manager who acts as chairperson. The Commission meets on the second and fourth Tuesday of each month at 6:30 PM - it feels that evening meetings permit create participation by all members of the community. Almost every commercial endeavor of the City requires licensing by this Commission. Before a license is issued, approval must also be obtained usually from the Fire and Inspectional Services Departments. From its inception, the Commission has been one of the largest revenue producing departments in the city, particularly after it was empowered to issue licenses for the sale of alcoholic beverages for the first time in 1933.

Fiscal year 1984 was no exception with close to \$1,000,000 being collected. The increase was due to more businesses locating in Cambridge, the revitalization of the Kendall Square area, the Alewife Brook area, and rejuvenation of Harvard Square. Licenses to sell alcoholic beverages were the largest single revenue producers.

At the Commission's regular open hearings those with legitimate concerns against any license may air their complaints. The areas where complaints occur are primarily taxicab licensees and liquor licensees. The Police Department has stepped up its reporting on liquor license violations, particularly where minors are concerned. The Commission has also required each applicant for a taxi driver's

license to take a test before the license will be issued.

Regulation of all licensees has been emphasized. The Commission wants Cambridge to flourish but also wants its licensees to observe all regulations of the various departments involved, namely, the Fire and Inspectional Services Departments.

Weights & Measures



Sealer of Weights & Measures Robert Laffin and Deputy James Lynch test a track scale for accuracy at a local supermarket

Every day we take for granted the integrity of weight determinations in dozens of things we do, usually without even being aware that we are doing it. When we go to the grocery store or super market to buy a pound of steak or a five pound sack of sugar, or ten pounds of potatoes, we assume that we receive all that we pay for. When we drive

our automobile into a gasoline station and order five gallons of hi test, we expect what we receive to be five gallons and we expect no less than that.

The Roman adage, "Caveat Emptor" which has served through the ages as the warning of "Let the buyer beware" on matters of quantity has lost much of its significance in this country-at least in those jurisdictions which adequately support the enforcement of weights and measures laws. The very fact that so few people today know and understand that age old maxim, "Caveat Emptor" is a tribute to the progress of our weights and measures in providing the circumstances of customer confidence in the merchant and for today's merchandising that confidence is most essential to the high speed, mass handling of huge volume, at both retail and wholesale levels.

Scales sealed	732
Scales adjusted	22
Weights sealed	945
Gasoline meters sealed	334
Oil & Grease measures sealed	8
Taxi meters sealed	265
Fabric measures sealed	2
Wire rope & cordage meters sealed	2
Heating oil metering systems sealed	18
Retests of gasoline meters	312
Inspections of meat, fish, vegetables, provisions etc.	10,092

teen miles of wire. The first alarm sounded in Cambridge (and the first false alarm) on September 22, 1869.

The Electrical Department was officially established in 1899 when the offices of Inspector of Wires, Superintendent of Police and Fire Alarms and the Superintendent of Street Lights were consolidated. At that time, barely one thousand lights lit the city roadways. As the number of streets increased, electric street lights were installed and gas lamps were gradually replaced.

Today, street, pedestrian and park lighting are being

Electrical

Kerosene lamps lit the streets of colonial Cambridge but only until midnight and only on moonless nights. Gas lamps eventually replaced the kerosene but it was not until the 1887 invention of electric lights that the streets were lit all night, every night.

The earliest electrical system in the city, however, was the fire alarm system installed in 1869 and consisting of fif-

carefully reviewed in the hopes of saving money and energy. Fuel charges continue to rise due to oil price fluctuations. Exterior street lighting costs have stabilized even with the slight increase in the total number of street lights in recent years.

During 1983-84 the Electrical Department worked in conjunction with other city departments and private contractors in the planning and installation of exterior lighting fixtures in various neighborhoods and business districts. Staffed twenty-four hours a day, the Fire Alarm Office handled a total of 9565 emergency calls during 1983-84. Approximately 300 business calls are received and re-directed through the Fire alarm switchboard per day.

Major emphasis was also given this year to the updating and improving of lighting at ballfields and playgrounds. Lighting is being installed in various small parks and recreational areas and will continue in the next fiscal year.

Emergency Management

The Cambridge Emergency Management Department is the successor to the former Civil Defense Department. The name was changed this year to reflect major changes being made in the direction of the department's program. There is a major change 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 47 entities in Cambridge licensed to possess and use radionuclides; these licenses include two special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 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 recently appointed Director of Emergency Management is working to update the city's emergency operating plans and make the plans responsive to these "high tech" hazards. This planning involves close cooperation between all City departments, especially the Police, Fire and Health Departments.

The department maintains an emergency operating center in the basement of Cambridge Hospital. It also maintains the emergency warning system. This system was

originally designed as an air raid warning system but is also capable of being used as massive, City-wide, public address system which can be heard by over sixty percent (60%) of the population. The department also coordinates an annual mass casualty disaster drill in cooperation with the South Middlesex Hospital Association.

Public Works

The Department of Public Works faces a future of vastly increased activities due to major infrastructure improvements which are currently planned or are in actual stages of construction by city agencies including the CRA, CDD, CHA and Public Works. Projects include new bridges at Huron Avenue and Porter Square; reconstruction with right of way acquisitions at Commercial Street, O'Brien Highway, First Street, Rindge Avenue Extension and Eliot Street; Chapter 90 reconstructions of major arterial streets including Hampshire, Mt. Auburn, Kirkland and Oxford Streets; Cambridge Center; Alewife Redevelopment Area; open space construction including a new Canal Park at Lechmere and 7 neighborhood parks; and major CHA housing and utility renovations. The City dump is the site of environmental study as tons of rock and earth from the new Red Line Tunnels continue to compress 80 feet of refuse. Phased park development will proceed with long-term environmental monitoring required.

MBTA Projects enter a seventh year of construction. During 1984 the city will experience the impact of construction at every Red Line Station, and the Green Line Station at Lechmere is in design development.

These public projects in design and construction stages total \$90 million in 1984. The MBTA Projects add \$250 million to the total. The public monies have triggered major private development at more than twenty sites at a construction cost of more than \$200 million. As a result during 1984, the Department of Public Works will begin a study to systematically evaluate utilities in areas facing immediate and future expansion and changing land use. The Department has already completed Phase I-V of a major sewer separation program throughout the city totaling more than \$20 million. Public Works will continue with the sewer/storm drain separation program in Phase VI-VII which involve areas north of Massachusetts Avenue in the Kirkland/Oxford Street triangle and North Cambridge neighborhoods.

The Department also anticipates substantial private utility construction including a Com Electric project of \$12 million and a new Cable TV utility (\$10-\$20 million) in/over all streets of the city.

A new City Engineer has joined the Public Works Department and with her came a change in direction, including involvement in all capital projects. The City Engineer is leading an effort to establish a program of interdepartmental project review to coordinate the design

and review process and prepare city design criterion standards. In FY84 the Engineering Office prepared in-house design documents for \$700,000 of contracted work - at a considerable savings in consultants' fees. The City Engineer is also working to create and analyze an infrastructure data base to quantify and value the constructed facilities owned by the city of Cambridge. All of this occurred during 1984, the 116th year of the office of the City Engineer.

Amidst public and private construction of a mammoth scale, the Department of Public Works is still rebuilding after the devastating cuts of Proposition 2 ½ which reduced our work force by 40%. Our current personnel total is 255 and must increase to meet both the construction and the maintenance demands of the city's unprecedented growth. The Department is seeking to computerize for infrastructure management, to continue to replace staff eliminated by severe budget cuts, and to utilize "privatization", i.e., contractual services, to help restore the service levels expected of a growth city.

Following several years of limited equipment purchase, the Public Works Department embarked on a pioneer program of lease/purchase for all types of heavy and light vehicles, with the inclusion of contractual vehicular maintenance. The new equipment provided much needed infusion into the refuse collection division whose activities present a heavy daily demand on personnel and vehicular resources of the Department. Hiring appears to be the only solution to the problem of daily staffing to meet collection needs.

Capital improvements totaling \$100,000 will be made in the Cemetery for monument repair, general landscaping and street improvements - a substantial upgrading of the physical plant.

Street sweeping and some sidewalk repair are now contracted to the private sector, as are the maintenance assignments including 6 park sites. These contract services totaled \$333,566 in FY84.

The Department of Public Works City Architect was responsible for numerous building, energy facilities and park design projects. Neville Manor, the Cambridge Hospital, the PWD Garage, Rindge Shelter, all received renovations and rebuilding totaling \$2,261,900.

An area of continued concern for the Public Works Department has been our parks maintenance responsibilities. New and reconstructed parks, including Bergin, Comeau, Rindge, Haggerty, 4 Neighborhood Four Parks, Sennott, Lechmere Canal Park, Sacramento, Harvard Square Plaza, and others, total \$12 million in public investments. These sites have expensive and sophisticated specialty details including automatic irrigation systems, multi-uses, and thousands of plantings. The Public Works Department park maintenance crews have been cut by 40%. Contractual maintenance and volunteer maintenance do not bridge the gap between new construction and citizen's expectations of maintenance. The Department will continue to work to increase staff levels required to en-

sure our new investments in urban open space. With all the activity in Cambridge in 1984 - Cantabrigians deserve a tree, a flower, a quiet and clean path into the green.

Community Development

During the past several years, the Community Development Department has continued to build on the planning efforts of the late 1970's utilizing zoning, urban design and other planning tools to create a balanced and integrated approach to development. The Department has moved forward aggressively on the City's commitment to upgrade and revitalize the underutilized areas of East Cambridge, Alewife, and Cambridgeport. At the same time, the Department has strengthened its effort to protect the City's diverse neighborhoods' through a broad range of housing, energy and community planning activities. These have been designed to create homeownership opportunities, stabilize housing and energy costs, upgrade the neighborhoods visual environment and improve the quality of life in Cambridge.

After suffering cutbacks in Federal and State funding for several years, the City has recently begun to benefit from slight increases in these revenues. Today the City's planning efforts are implemented by 40 staff members who administer in excess of \$20 million in Federal and state grants. These dollars are used creatively and diversely to provide maximum benefit to Cambridge residents whether in delivering home improvement services to low to moderate income households or in leveraging private investment in deteriorating areas. The staff works closely with the City Council, the Planning Board, citizens groups, developers, the business community and other government agencies to insure maximum participation in the City's planning efforts.

An important aspect of the Department's work, and perhaps that which is best known because of its impact on the physical environment, is economic development. The City has seen evidence of the Department's efforts in East Cambridge for the past few years. This year alone witnessed a construction start on the East Cambridge parking facility, continued progress on the Bulfinch Courthouse renovation and completion of the Carter Ink and Sonesta Hotel projects. In addition the Department was successful in obtaining a \$4 million Urban Development Action Grant to assist in development of three additional office/retail projects totaling \$50 million in private investment. The Department has also been successful in its efforts to foster new development in Alewife and to upgrade and control development along the Massachusetts Avenue corridor, in particular Central and Harvard Squares.

During the past year, the Community Planning staff has worked with community groups to more effectively in-

tegrate neighborhood concerns and objectives into the development process. This is most evident in East Cambridge and Alewife. The East Cambridge Stabilization Program, created in 1979 to protect the character and diversity of the neighborhood, continues to play a vital role in the development of that neighborhood. In the past five years, the program has invested \$1.25 million in housing rehab, homeownership programs, sidewalk construction and playground renovation. The Department has provided direction and technical assistance in the implementation of these projects.

Building on its success in East Cambridge, the Department initiated a Stabilization Program in North Cambridge and has broadened its participation in other neighborhoods including Cambridgeport, Area 4 and Mid-Cambridge. Physical improvements to the City's neighborhoods, including street and sidewalk construction and playground renovation, have been a major focus of the past year. Several open space projects were completed including Pemberton Street, Corporal Burns Playground, the Haggerty School and the Heritage Center Library in East Cambridge. The Sennott Park and Area 4 Playground projects also got underway. When complete, these improvements will significantly upgrade the quality and quantity of open space in the eastern half of the City.

Many residents of the City view the department's housing programs as a vitally important resource for our neighborhoods. The Federal Community Development Block Grant Program is the primary funding source for these activities which include home improvement, rehab assistance, weatherization and paint programs. In the past year, the Department has been successful in expanding its multi-family rehab program and initiating a limited equity coop program designed to offer home-ownership opportunities to Cambridge Community Housing Resources Board in its efforts to promote fair housing in Cambridge. 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

The Cambridge Historical Commission was established in 1963 to carry out a survey of every building in the City and to identify buildings and areas of historic or architectural importance. This survey formed the basis for the Commission's widely distributed five-volume **Survey of Architectural History in Cambridge**.

Since 1963, the Commission's statutory responsibilities

have grown to include the regulation of historic districts, landmarks, and neighborhood conservation districts; review of demolition permit applications for buildings over fifty years old; and review of curb cut applications. Fiscal Year 1984 saw the establishment of the City's first neighborhood conservation district with near unanimous support from the neighborhood.

The Commission's research and publications program continued with the completion of an **A Photographic History of Cambridge**. Publication of this manuscript by the MIT Press, which was entirely funded from private sources, is expected in the Fall. The manuscript for a history of East Cambridge, the sixth in a series of neighborhood histories, is nearing completion with publication due in 1985.

As an advocate for preservation in Cambridge, the Commission has played a vital role in reviewing government and private development projects throughout the City. Specifically, the Commission has continued to review the M.B.T.A.'s extension of the Red Line; the M.D.C.'s project to provide new lights for Memorial Drive; and the proposed installation of a high-voltage line from Alewife Brook to Cambridgeport. The Commission has initiated debate on the future of Harvard Square by focusing attention on the area's rapid development and highlighting the need for preservation of some of the Square's unique characteristics. An easement program has been developed as a non-coercive way for property owners to preserve their buildings.

Finally, the Commission has expanded its homeownership assistance programs and, in FY1984, offered twenty-six Preservation Grants to low and moderate income homeowners for exterior rehabilitation and twenty-two painting assistance grants to North Cambridge homeowners.

Conservation Commission

Following state-enabling legislation, the Cambridge Conservation Commission was formed in 1967. The primary mission of that legislation was protection of water resources in particular and other natural resources in general. As an urban conservation commission, the Cambridge Conservation Commission has focused efforts on preserving and promoting environmental quality in a largely man-made setting. Activities include long-term involvement in planning for the Red Line Extension, coordination of the community garden program, and support of the Committee on Public Planting.

In 1972, the State legislature passed the Wetlands Protection Act, Ch. 131, sec. 40, which gives to local conservation commissions regulatory authority over wetlands and lands bordering on wetlands. The Commission holds

public hearings on projects proposed for areas subject to protection under the Act and issues Orders of Conditions. Nine hearings were held between January 1983 and July 1984. The Commission also has an advisory role pursuant to the special floodplain permit amendment to the zoning ordinance.

Due to major changes underway in the Alewife area, the Commission is concerned with the cumulative impacts to open space and wetlands values there. Members are currently participating in planning for mitigation of impacts through the Alewife Open Space Plan, being developed by the Metropolitan Area Planning Council.

Nearby at the Fresh Pond Reservation, Black's Nook, a small pond within the Reservation is a step closer to improved water quality. The Conservation Commission has received a state grant to conduct a diagnostic/feasibility study aimed at enhancement of this unique natural and recreational resource in the City.

The Committee on Public Planting, established by City Council Ordinance in 1979, reviews proposed public plantings, advises city departments, provides information on tree care and sponsors a street tree planting program supported by the Department of Public Works. Over 200 street trees have been ordered through the Committee and planted by the City since 1982. Schools and playgrounds also benefited from a special planting of 30 trees during the last planting season. Plans for protection and long-term maintenance for new and old trees is a continuing concern of the Committee from the 80 year old sycamore trees on Memorial Drive to the extensive new plantings installed by the MBTA throughout the city.

Nuclear Disarmament & Peace Education Commission

Established in FY83 the commission is unique and pioneering among city agencies and disarmament groups nationwide. It represents and makes concrete the most advanced contemporary thinking on disarmament and peace education -- that local governments and communities must take a leadership role in these serious matters. Second, the commission makes possible the participation by all interested citizens in a democratic educational and decision-making process with all responsible points of view and interests represented.

The peace commission represents a diverse, talented and experienced group of citizens concerned about nuclear disarmament and peace. Through the committees of the commission, whose membership is open to all residents, the diversity is being augmented.

Rent Control

Rent Control was adopted in Cambridge, as in many other 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 administered by a five (5) member Rent Control Board and currently a 28 member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide cases.

In the past year, the Rent Control Board has successfully eliminated its chronic backlog of cases without any sacrifices in its quality of decision-making and no new backlog has developed. Staff turnover has been reduced and internal administrative procedures have been adopted which should maximize the Board's ability to maintain these standards, even during the implementation of a comprehensive city-wide general adjustment of rents early in Fiscal Year 85. The Board is currently in the midst of an open decision-making process which will provide the parameters of the upcoming general adjustment. 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 both a short and long print-out for each of the approximate 5000 properties in the Board's data base, including the legal maximum rent for each unit, the services provided, and other key information. The Board has undertaken to modify much of its substantive policy in the form of written board regulations to provide the public with the fullest information of its rights and responsibilities under rent control. Moreover, the quality of the Board's legal representation has greatly improved over the last year, as evidenced by a number of key judicial opinions in the Board's favor.

Cable TV

In 1973, Cambridge placed a moratorium on exploring the development of a cable system, deciding that too many important questions regarding the future and direction of

the cable industry remained unanswered.

By 1979, the City Manager's Cable Advisory Committee once again took up the issue of cable television. The Committee sought out information from cable systems and municipalities across the country. Their initial report, based on that research recommended that the City seriously consider the development of a municipally owned cable system in Cambridge.

The Office of Cable Television was created in 1982 to oversee the development of cable television in the City, to begin public education programs on cable technology, to direct a city wide needs assessment, and to serve as a resource on tele-communications information. A large part of the Office's early efforts was done in conjunction with the City Manager's Committee in pursuing the possible development of a municipal cable system. In following the Committee's recommendation the City was obliged to adhere to the state laws governing the development of municipal cable systems which required two votes by the City Council in two consecutive years followed by a public referendum. The City Council votes both passed but after a recount of the referendum vote, the question of municipal ownership was defeated by a handful of votes.

At this juncture, only applications from private companies could be accepted and on February 1, 1984, City Manager Robert Healy initiated the cable licensing process for the City. The Office of Cable Television released public notices on a local and nationwide basis requesting applicants for the cable license in Cambridge. On April 18, 1984 the deadline for the initial applications, four companies entered bids.

The Office of Cable Television, to date, has held a series of discussions with neighborhood groups, city department heads, institutions and other interested parties to determine a criteria for selection of an operator for a cable system in Cambridge to be named in FY85.

Water

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 fiscal year 1984 has been set at \$0.66 per hundred cubic feet (or \$882 per million gallons). This means that for one dollar, the Department will deliver

to its customers 1,100 gallons of high quality treated water. The 1,100 gallons is equivalent to twenty 55-gallon drums.

During fiscal year 1984, the C.W.D. completed the installation of one new high lift pump and motor unit (14 m.g.d./600 h.p.) at the Water Treatment Plant (W.T.P.) to increase the hydraulic output capacity of the plant and to improve electrical efficiency, thereby reducing power costs. The construction cost for this replacement project was \$88,500. Preliminary evaluation of its first year electrical operation indicate a power consumption decrease of 1,300 Kw-hrs. per day for an estimated annual savings of \$30,000.

Special projects commenced in fiscal year 1984 included: structural improvements at the three supply reservoirs (Hobbs Brook, Stony Brook and Fresh Pond); a hydro-geological survey of the Hobbs Brook Reservoir to identify sources of sodium in the watershed; and final design of mechanical improvements to the hydraulic surge control system in the high lift pumping station.

In addition to these ongoing medium-sized projects, the C.W.D. will be awarding a major construction contract in late 1984 for the complete rehabilitation of the flocculation system at the Water Treatment Plant to improve filtration efficiencies.

In 1983, the average daily consumption increased to 17.16 million gallons per day (m.g.d.) which was up 150,000 gallons per day from the 1982 average of 17.01 m.g.d. Using the 1980 Federal census figure of 95,322, the per capita consumption rate in Cambridge in 1983 was 178 gallons per day.

The quality of water provided by the Cambridge Water Department is regulated by the Commonwealth of Massachusetts "Drinking Water Regulation" (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, 250 Fresh Pond Parkway.

The Cambridge Water Board is now in the process of preparing a more detailed operational report fiscal summary, which will be used for long-term planning purposes and short-term revenue forecasting. This document will be available in late 1984.

Library

The purchase of a new Bookmobile made 1983-1984 a

memorable year for the Cambridge Public Library. This purchase was made possible by a cooperative effort, by both the City of Cambridge and the fundraising efforts of its citizens, coordinated by Mrs. George Willard Smith, with contributions from citizens, businesses and foundations, the new Bookmobile proved what can be achieved through community involvement.



Mrs. George Willard Smith, Chief Fundraiser for the Library's New Bookmobile, prepares to cut the ribbon at the dedication ceremony, assisted by Marguerite Lechiaro, Library Director & Heidi Lyons Bookmobile staff

During the year the Cambridge Public Library demonstrated an ability to maintain traditional services while providing new directions through the new technologies to meet the needs of a city on the move. The North Cambridge Branch Library joined the library's computerized circulation network which includes the Main Library and Central Square Branch Library. To expedite the book ordering procedure, the Bataphone, an electronic transmission system, provided instant access to distributors' inventories. The Audio Visual Department prepared to loan video cassettes (Ghandi, Chariots of Fire) for home viewing and book cassettes (Rebecca, African Queen) for easy listening and for the visually impaired.

The dedication of the Manuel Rogers, Sr. Center for Portuguese Culture and Studies at the Field Branch, offering expanded services to the Portuguese community,



Isabel Vasconcelos, Field Branch Librarian, looks with pride and admiration at the plaque dedicating the Manuel Rogers, Sr. Center for Portuguese Culture and Studies.

honored a man who served the Cambridge community selflessly. The Central Square Branch Library provided a regular forum for neighborhood writers, artists, and poets, culminating in a symposium on the problems of the Black writer in the literary marketplace.

In the area of cultural achievements, the library's Sounds of Jazz sponsored twenty-two free concerts, earning an enviable reputation for presenting the best jazz musicians in the area. There were the popular Dowse Travelogues which attracted large audiences and there were such programs as Choose Your Own Adventure, Buttons and Balloons, Hispanic Film Specials, Money Management Seminars, The Peace Tree, etc. Participation in the Day of Portugal Parade featured a float with a live Camoes with his book, The Lusiads.

This year the library administration joined four city departments under the aegis of the City's Budget Office to produce a useful document, A Neighborhood Budget, the first for the city. While the Cambridge Public Library streamlined its operations with new technologies, it continued to preserve its old traditions, the simple courtesies and the ability to relate to the community it serves, offering the best of both worlds - a library ever old and a library ever new.

Library Statistics 1983-1984

Books and Materials in Library	441,717
Registered Borrowers	68,234
Books and Materials Circulated	586,303
Questions Answered	193,548
Programs and Audiences	
Main Library and Branches	3,030 171,309
Central Square Branch	699 19,410
Sounds of Jazz	22 1,514
Senior Services	48 1,446
Museum of Science	
Pass Users	215

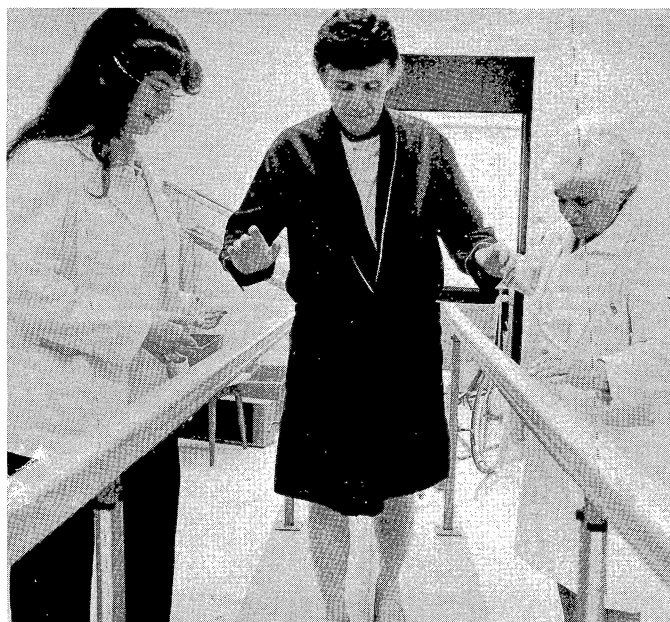
Health and Hospital

The Cambridge Hospital received construction authorization in 1911 and opened as a fifty-bed facility in 1917. Even with this new hospital and a fifty-bed wing ad-

ded in 1922, the demand for hospitalization was far in excess of the capacity. In 1931, a third wing was added with a children's ward and additional operating rooms, bringing the capacity of the Hospital to 200 beds. A maternity building with provision for 100 mothers and their babies was constructed in 1940. Over the last two decades, the Hospital has undergone many facelifts and renovations and was totally rebuilt in the late 60's. Today the Cambridge Hospital has grown from a small fifty-bed facility to one of the major teaching hospitals in Greater Boston, affiliated with the Harvard and Tufts Medical Schools. The Hospital provides a comprehensive network of outpatient services including Adult and Pediatric Neighborhood Health Centers, a Primary Care Unit, Specialty Clinics and a twenty-four-hour Emergency Room at the Hospital. There is also a Day Surgery Center in which surgical procedures not requiring an overnight stay are performed on an outpatient basis.

Chapter 372, the cost containment legislation signed into law in October, 1982, was operational for all third party and private payers during Fiscal Year 1984. Due to the restraints that this places upon patient care revenues, it was necessary to trim costs on a variety of fronts. This was accomplished with no reduction in either the range or quality of services offered. A thorough evaluation of all programs was undertaken to ensure financial viability under Chapter 372 as well as under the diagnosis related grouping (D.R.G.) basis of payment that may be implemented for Medicare patients in Fiscal Year 1986.

With the advent of a new director of Cambridge Hospital, program development was activated in many areas. In specific, a quality improvement program was initiated to establish set goals and standards throughout the hospitals, community meetings were held concerning NHC reorganization plans, emergency services were reorganized to include a full-time physician staff and triage system, plans for an expanded eye clinic to offer laser surgery have been finalized while designs for improved patient access and information systems are underway. Paramount to



Physical therapist play an important role in coaching patients on to full recovery at Cambridge Hospital

these developments, has been the renewal of intensive public relations and marketing efforts in order to establish a competitive position in a highly uncertain health care environment.

In the area of capital improvements, feasibility studies and preliminary designs were completed for renovations of the entire Macht Center, portions of the Cahill Building, expansion of the outpatient specialty clinics, as well as for construction of a new, energy-efficient power plant. In addition, plans have begun for construction of a parking garage to address the growing parking needs of patients and staff.

The net effect of these programmatic initiatives is a sense of renewed direction and action at Cambridge Hospital in meeting the challenge of providing up-to-date health care in response to its community's needs, while maintaining fiscal viability-without sacrificing quality.



The emergency medical team in action at Cambridge Hospital. Approximately 23,800 patients were treated in the emergency room in FY84

Admissions	6,021
Patient Days	
Medical	14,416
Surgical	13,791
Pediatric	2,194
Psychiatric	7,253
Obstetric	2,207
Gynecological	1,444
Alcohol	3,133
ICU	2,433
Newborn	1,852
Orthopedics	1,034
TOTAL	49,757

Average Length of Stay	8.26 days
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Emergency Room	
Visits	23,794
Outpatient Dept.	
Visits	27,449
Adult NHC Visits	17,396
Pediatric NHC Visits	11,954
Day Surgery Cases	1,019
Surgical Procedures	1,723
Deliveries	472
Volunteer Hours	36,477

Neville Manor

For The Mayor, Michael J. Neville Manor, one of Massachusetts oldest, most unique long-term care facility, FY 1984 brought new facility expansion and staff efficiency.

Expansion of the third floor west wing began in January 1984. The total cost of 390,000 dollars includes furnishings and materials. The wing will provide skilled nursing services for twenty-five Level II residents. Approximate finishing date for this expansion project is September 15, 1984.

The completion of the new wing will bring the maximum total census (capacity) at Neville Manor to 180 residents (Level II and III care).

With all residents in need of some type of skilled or intermediate care a new discharge planning program was incorporated. In this program nursing, medical, social service and therapeutic personnel meet weekly to discuss the total needs of residents according to a periodic review schedule in relation to level of care or severity of illness. From these meetings the resident's total care plan is developed with the ultimate goal of discharging the resident out of the facility and into a realistic normal daily lifestyle.



Guests at the annual summer picnic held at Neville Manor

Nursing services has initiated its own Nurse's Aide Certification Program which has graduated forty-eight employees as of this writing. It is planned in the future, as a prerequisite, that every nurse's aide employed by Neville Manor will be certified.

Human Services Programs

The Department of Human Services was formed by a City ordinance in 1980, with the goal of creating and coordinating services which enhance the quality of life for Cambridge citizens. In response to this broad mandate, the Department has developed a wide range of services: **child care programs** for pre-school-aged children; **recreation and leisure activities** such as sports, trips and classes for people of all ages and abilities; **adult education classes** such as basic education, high school equivalency, English, Portuguese, and Spanish; a **benefit program**, the Cambridge Low-Income Fuel Assistance Program; and **social service programs** such as counseling, placement, referral, family support and self-help groups.



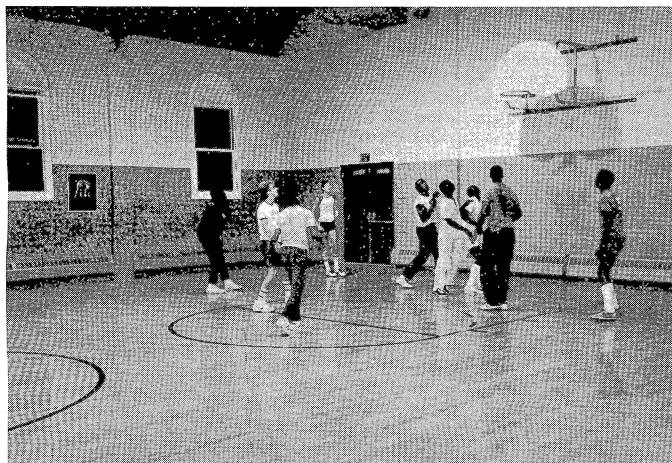
Elderly Services sponsored first ever computer classes for Cambridge Elderly

All activities are administered centrally and carried out through one of the five divisions of the Department of Human Services, the Council on Aging Community and Youth Services, Recreation, the Community Learning Center, and the Planning and Development Division.

During the past year, the Department accomplished several projects which involved the coordination of public and private resources. The Department of Human Service Programs took a leadership role in developing a five-year recreation plan for the City under the Department of the Interior's Urban Parks and Recreation Recovery guidelines. The approved UPARR plan required the joint participation of the D.H.S.P., Community Development, and Public Works Departments. The outcome is a more comprehensive approach to development, renovation,

maintenance and programming for Cambridge parks and recreational facilities.

The Rindge Shelter renovation was another inter-departmental project which was realized last year. Community Development, Public Works, the North Cambridge Stabilization Committee, the Cambridge Commission on Handicapped Persons, and the Department of Human Service Programs participated in planning and funding the project. The newly renovated facility opened in May 1984, and the D.H.S.P. now provides building management and recreation programs at Rindge Shelter.



Teen activities at newly renovated Rindge Shelter

Other coordination activities included acting as the funding conduit for private agencies delivering emergency services for homeless people. Staff and other resources were also provided for a drop-in program serving people in transition, which is located at the Salvation Army in Central Square.

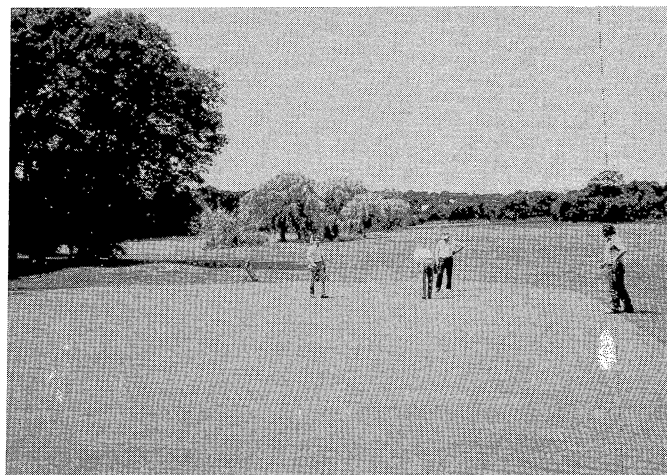
The Federal Emergency Jobs Bill provided one-time funding for human service activities related to employment. Through this grant, an intensive English as a Second Language program was developed which prepared over 50 individuals to achieve sufficient English language skills to enter the employment market. Over 100 other individuals began E.S.L. instruction at sites around the city. Because child care is an important employment support for parents, a School Aged Child Care Resource Project was developed. It provided special training for child care programs, and led into a city-wide After-School Options survey. The survey addressed the availability of after-school programs, and was distributed to the parents of all elementary school children in Cambridge, through the cooperation of the Cambridge School Department, the Child Care Resource Center, the Cambridge Council for Children and Cambridge Community Services.

Last year, the Fuel Assistance program helped 2,300 low-income families with their home heating bills. The program also provided utility advocacy and weatherization information to help with energy management.

The Community and Youth Services division offered hundreds of classes through the Neighborhood Council

Offices. These ranged from calligraphy and ceramics to bowling and African dance, to computers and personal finance. The link with the Community Learning Center was strengthened last year, bringing increased adult education to the neighborhood level. The teen centers began offering education, employment and self-development programs last year, in addition to the traditional recreation activities. The D.H.S.P. child care programs served over 275 children (and their parents) last year.

The Recreation Division sponsored activities for hundreds of Cambridge people of all ages, including swimming, basketball, softball, tennis, dance, aerobics, weight training, karate, gymnastics, and more. A new intramural sports program was also developed for elementary school children in cooperation with the Cambridge School Department and Harvard University's Project Hand. The Division led the design and implementation of field renovations at Donnelly, Glacken, and Sennott Park. Special events included a basketball clinic for 200 children with Tiny Archibald, and a Flight Festival on Cambridge Common. A new feature of the Special Needs Recreation Program was Horizons Unlimited, an intergenerational photography program for senior citizens and developmentally delayed young people.



Play continues to increase at Fresh Pond Golf Course

In recognition of the important role families play in caring for elderly people in the community, the Council on Aging added to its services a Family Support Project. Counseling and information is provided to those caring for Alzheimer's Disease victims, and other families with older relatives. Volunteer recruitment was increased, especially in the telephone reassurance and friendly visitor program. The Elder Hire and Elder Housing Assistance Programs of the Council on Aging each helped over 400 seniors last year. A major planning task was the development of the senior center at 2050 Massachusetts Avenue, which will open in the Late Fall.

The continuing challenge for the Department of Human Service Programs is the ability to meet changing



Cambridge youngsters enjoying Community and Youth activities



Recreation Director Paul Ryder with Cambridge summer baseball team

service needs. This can be accomplished through the reallocation of resources when appropriate, and the addition of new funding whenever possible.

Commission on Handicapped Persons

The Cambridge Commission on Handicapped Persons is charged with the responsibility of acting as a centralizing force in issues of concern to disabled people. Since it was established by City ordinance in 1979, the Commission has worked with many disabled citizens and employees, and virtually every City department and agency.

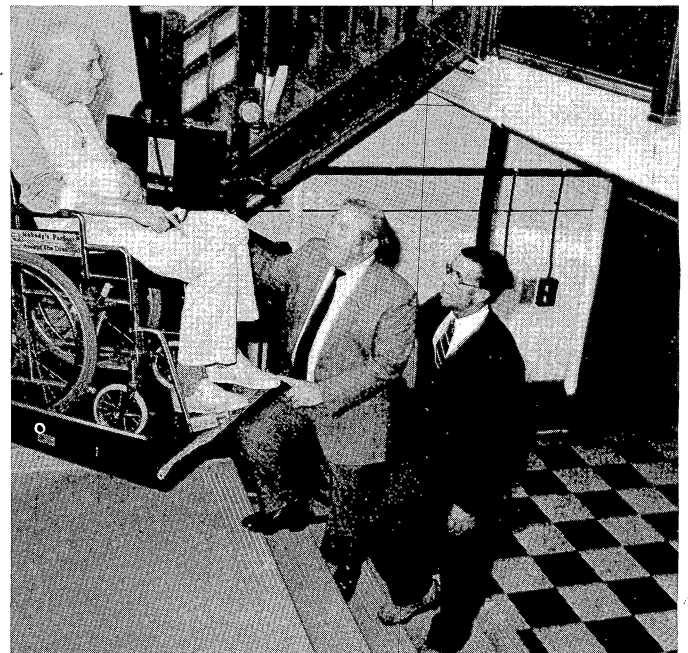
The Commission itself is an 11 member advisory board appointed by the City Manager. Its members reflect a mix of mobility and sensory-impaired people, professionals in

the disability field, and City department representatives. The Commission has a half-time director and office space on the second floor of 57 Inman Street.

During the last year, the Commission received over 1,000 calls for assistance from handicapped people and their friends, and city and state agencies. People called for many reasons: problems with special transportation and public transportation; employment opportunities and discrimination; architectural barriers and accessible shopping, parking, and recreation; problems with snow removal and other sidewalk difficulties; special services such as readers for the blind or interpreters for the deaf; and accessible housing, home adaptation information, and congregate or shared living options. Calls were also received from other agencies serving the handicapped seeking to form networks, and from agencies wishing to reach out to handicapped people

One of the Commission's major tasks has been to make recommendations regarding the expenditure of almost \$200,000.00 of Community Development Block Grant funds for the removal of architectural barriers. Last year access projects were completed at the Cambridge Hospital Primary Care Unit/Cahill House, the restrooms at City Hall Annex, the Rindge Shelter recreational facility in North Cambridge, and a mechanized lift was installed which will make the Main Branch Library accessible.

A multi-phase curb cut project was launched with Federal Jobs Bill funding last year. The goal is to link all the major squares of the City by providing curb cuts (sidewalk ramps) along the major routes. The first phase will link Central Square with Harvard Square along



Bob Alexander, Chairperson of Cambridge Commission on Handicapped Persons, first user of newly installed chair lift elevator at renovated Rindge Shelter. Looking on Mayor Leonard Russell and Councillor Thomas Danehy

Massachusetts Avenue.

Negotiations with the M.B.T.A. yielded an interim plan for the accessibility of the Harvard Square Station during its renovation. Other advocacy efforts with the "T" focused on permanent accessibility at all Cambridge stations, and the continuing need for reliable lift-equipped busses and vans.

The Commissions help other City departments make their services available to handicapped people. As an example, during peak voter registration times a Telecommunications Device for the Deaf (T.D.D.) is loaned to the Election Commission so that deaf citizens can get information concerning how to register and where to vote. Suggestions and technical assistance will likely increase following next year's Revenue Sharing Compliance Project, which will involve every City department in assessing the accessibility of its services and programs.

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 is 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 fifty percent by the Commonwealth of Massachusetts.

The Department of Veterans' Services coordinates with the Cambridge Veterans' Organization in public celebra-

celebrations, as well as in decorating graves, streets and public squares named in honor of deceased veterans.

Commissions on The Status of Women

The Cambridge Commission on the Status of Women was commissioned by the City Council in 1977 to be a voice for women within city government and to advocate for women and their issues throughout the city. Ordinance 885 established the Commission on the Status of Women as a department of city government with the responsibility to "act as a centralizing force in the City of Cambridge and the community... offering and providing technical assistance to other public agencies and private persons, organizations and institutions engaged in activities and programs intended to eliminate prejudice and discrimination against women because of their status as women, or as minority women."

Twenty women can be appointed to the commission for terms of three years, volunteering their time to serve the approximately 52,000 women of Cambridge. A paid staff of two women coordinate the office and the work of the Commissioners from the City Hall Annex, 57 Inman Street.

During FY 1984, the CCSW held a series of lunches in city hall at which representatives of most major groups and agencies which serve Cambridge women were asked to share their concerns and issues. These lunches provided a significant opportunity for women's groups to meet with city council members and the mayor, and to exchange programs and problems with each other. The CCSW also went out to women in housing projects and neighborhoods with a program on women and the economy.

The CCSW has monitored the development of the city's cable television system, ensuring the direct participation of women at every stage and encouraged the development of the Cambridge Women's Cable TV Network. During the search for a new superintendent of schools, the Women's Commission assisted in the national search for women candidates and participated in developing the community involvement process in the selection of the superintendent.

Working with the city's Election Commission and a broad range of community and women's groups, the CCSW coordinated a citywide voter registration campaign to motivate the thousands of Cambridge women who are unregistered to become more involved in community elections and events. The election year drive is an extension of a three-year campaign to get women registered and active.

The intention of the CCSW is to continue developing programs and activities which stress the direct involvement of women from the many backgrounds, interests and need represented in Cambridge.

The Schools

The Cambridge School Department consists of 13 elementary schools (grades K-8) and one comprehensive high school, Cambridge Rindge and Latin School, (9-12)

Its close to 8000 students are served by 697 teachers and eighty-five administrators assisted by 434 support personnel.

The Central office staff consists of a Superintendent of Schools, three Assistant Superintendents, Directors of Bureau of Pupil Services, Elementary Education, Bilingual Education, Personnel Services, Desegregation, and Public Information and an administrative assistant to the Superintendent.

Cambridge provides a wide range of services to its students. In addition to traditional programs, alternative programs are offered at the elementary and secondary level. Bilingual education services are offered to children from six nations and English-as-a-Second Language Programs are provided to students whose native tongues represent 36 cultures. The Bureau of Pupil Services includes programs for close to 2,000 children with varying degrees of special needs.

Among the innovative elementary programs for which Cambridge is nationally noted, are the School Of The Future, a computer magnet school; the Graham and Parks

Alternative Elementary School, one of the first elementary alternative programs in the nation; the Intensive Studies Program, for academically talented pupils; and the Literacy Center, a program for developing primary grade learning techniques.

At the high school, a mix of students from 68 nations are included in a population of 2600 students who are instructed and supervised by a faculty of 219 teachers and administrators. Programs include four administrative houses: The Pilot School, a continuing alternative education program initiated in 1969 with Harvard University; the Fundamental School, with back to basics emphasis, the Occupational Career Education Program; and several projects to meet the needs of academically talented and special needs students including work study, career resource, a teenage parenting and child care program, and most recently the introduction of Peace Education courses.

Cambridge voluntarily desegregated its schools through a community planned policy that won Massachusetts State Department of Education honors. The policy has become a model for communities nationally. Minority students in Cambridge Schools now equal 46.3 percent.

Cambridge has a tradition of strong community support for its schools, support that has led to the development of one of the leading public school systems in the nation.

Department Heads

Affirmative Action:

Anne Strong

Animal Commission:

Ginger Gay

Arts Council:

Christine Connaire

Assessors:

Kevin T. McDevitt
Faith McDonald

Auditing:

Arthur F. Libitz

Budget Department:

Louis DePasquale

Cable TV:

Joseph G. Sakey

City Clerk:

Paul E. Healy

Community Development:

Kathy A. Spiegelman

Election Commission:

Edward Samp
Sondra Scheir
Artis B. Spears
Peter Sturges

Electrical Department:

William H. Crocker

Emergency Management:

David B. O'Connor

Executive Department:

Robert W. Healy
Richard C. Rossi

Fire Department:

Thomas V. Scott

Fiscal Affairs:

James P. Maloney, Jr.

Health & Hospitals:

Melvin H. Chalfen, M.D.

Historical Commission:

Charles Sullivan

Human Services:

Jill Herold

Inspectional Services:

Joseph Cellucci

Law Department:

Russell B. Higley

Library:

Marguerite F. Lechiaro

License:

Mary Calnan

Neville Manor:

Gerald L. MacDonald

Personnel:

Joseph Daly

Police Department:

Anthony G. Paolillo

Public Works Department:

Everett Kennedy

Purchasing Department:

Barbara L. Duffy

Rent Control:

Roger Mervis

School Department:

William C. Lannon

Sealer-Weights and Measures:

Robert K. Laffin

Traffic & Parking:

George Teso

Veterans Benefits/Services:

Paul J. Ryan

Water Department:

John J. Cusack, Jr.

Women's Commission:

Nancy M. Ryan

Department	Tel. No.
Animal Commission	498-9041
Arts Council	498-9033
Assessors	498-9007
Auditing	498-9008
Budget	498-9009
Cable T.V.	498-9000
City Clerk	498-9017
City Council	498-9094
Community Development	498-9034
Conservation	498-9048
Data Processing	498-9012
Elections	498-9087
Electrical	876-0125
Emergency Management	498-1590
Executive	498-9011
Fire	498-9740
Health	498-1463
Health and Hospital	498-1000
Historical	498-9040
Human Services	498-9076
Inspectional Services	498-9013
Law	498-9020
Library	498-9080
License	498-9021
Mayor	498-9090
Neville Manor	492-6310
Nuclear Commission	498-9000
Personnel	498-9024
Police	498-9300
Printing	498-9026
Public Works	498-9051
Purchasing	498-9027
Rent Control	498-9077
Revenue	498-9030
Schools	498-9200
Traffic & Parking	498-9042
Treasury	498-9032
Veterans	498-9044
Water Department	498-9070
Weights & Measures	498-9031
Women's Commission	498-9014

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Cover Design

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60 pound

Getchell's

Annual report compiled by the

Budget Department

Community Development/Printing

Robert Four

Ed Fowler

Richard Griffin

Jack Hayes

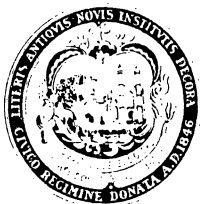
Corinne Kaufman

Suzanne Kenny

Maclone Photos

Ann McQueen

Ken Williams



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

Tel. 498-9011

EXECUTIVE DEPARTMENT

ROBERT W. HEALY

City Manager



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

I am pleased to submit the attached annual report for the fiscal year commencing July 1, 1983, and ending June 30, 1984. This year witnessed several significant financial accomplishments for the City of Cambridge, including and most importantly the compliance with two state laws: the first state law requires all property to be assessed at full and fair market value; the second state statute is the tax limitation law known as Proposition 2 1/2, which limits annual tax levies to 2 1/2 percent of total assessed valuation. The total assessed value of \$2,901,000,000 and the 1984 tax levy of \$69,617,211.49 produced an equalized property tax rate in Cambridge of \$23.99 (compared to a levy of \$79,961,426 and a \$61.94 equalized rate in F.Y. 1981). Additionally, the City Council classified property according to use. Under this tax classification method, the residential property tax for 1984 was \$17.00 per thousand, (one of the lowest in Massachusetts) while the commercial and industrial tax rate was \$33.12.

An additional fiscal highlight for FY84 was the improvement of the City's bond rating. In conjunction with the sale of \$5,315,000 in bonds in February of 1984, Standard and Poor's Corporation increased its debt rating of the City to A-. The increase from BBB+ is important as bonds noted A- and above are considered investment grade bonds and therefor more marketable.

Finally, the City's overall cash position showed a strong improvement over past years. This cash improvement is attributable, among other factors, to the settlement of the Boston and Maine Railroad tax delinquency case, which resulted in payments to the City of over \$4,300,000.

This past year has been especially successful for the City's active economic development program. Many projects have been completed, others broke ground, more were conceived, assuring that growth will continue well into the next decade. The East Cambridge area has remained the most active with the completions of the 200-room Sonesta Hotel expansion, and the first phase of the Riverview Office Building (Carter Ink). Projects breaking ground included the Riverside Place Building by Cabot, Cabot, and Forbes, Ten Canal Park by Unihab, and Phase II of the Riverside Office Building.

With the new Red Line Station at Alewife nearing completion, there has been considerable activity in that area of the city. The first phase of Spalding and Slye's Cambridge Park is now complete and ready for occupancy. Construction of the Fresh Pond Square project is progressing rapidly. Master planning has started on the W.R. Grace site with the designation of Hines Industrial as developer.

While development activity has understandably been concentrated in these designated area of the city, there has been much progress on other projects, including the completion of the University Place development in Harvard Square and continued construction of the Charles Square project next door.

All of these efforts have been the result of intensive planning efforts involving extensive neighborhood review insuring that residents will experience minimal impact while sharing in the benefits the projects bring in the form of public improvements, new jobs, and lower tax rates.

Other notable events of the past year include:

Renovation of three elementary schools. (Graham-Parks, Longfellow, and Roberts)

Rindge Shelter Neighborhood Facility renovation

Lease-Purchase with maintenance of \$1,000,000 in Public Works equipment

Once again, the accomplishments of this past year were a result of cooperative efforts between the City Council, City Employees, and the Citizens. All three groups should be proud of what they have achieved for the City of Cambridge.

Respectfully submitted,
Robert W. Healy
City Manager

Agenda Item No. 9

4-131

Re: enclosing the 1983-84 Annual Report for
the City of Cambridge.

In City Council,

April 8, 1985

4/8/1985

- Report on File -