

# ANNUAL REPORT

1990-1991



City Of  
**CAMBRIDGE, MASSACHUSETTS**

**Front Cover Photo:**  
**Aerial photo of the completed Payson Park Reservoir Project**



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## CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

EXECUTIVE DEPARTMENT  
ROBERT W. HEALY  
City Manager

RICHARD C. ROSSI  
Deputy City Manager

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

On behalf of the City of Cambridge, its employees, and the distinguished members of the City Council, I am pleased to present the City of Cambridge Annual Report for the Fiscal Year beginning July 1, 1990, and ending June 30, 1991. I think you will find that this Annual Report captures the excitement and progress that accurately depicts Cambridge as a City that continues to strive to be a leading advocate for participation in Human and Community services, Public Safety, Public Education and other essential services that we provide to our citizens and residents.

At a time, when the State of the economy has entered into a difficult and unpredictable financial period, local aid to the City of Cambridge, which reached a high of \$44.5 million in fiscal year 1989, was reduced by \$4.7 million in FY91, and further cuts in local aid are anticipated in FY92 of approximately \$6.6 million. The City has been fortunate enough thus far in responding favorably to these cuts without disrupting any of the services provided to our Citizens. In spite of these difficult fiscal times, Moody's Investors Services, increased the City's credit rating from Aa to Aa1, while Standard and Poor's Corporation, maintained the City's credit ratings at AA-. **Moody's Investors Services increased credit rating to the City represents the City's highest credit rating ever.** These favorable credit ratings enable the City to finance an aggressive capital improvement program at a lower cost. The following were cited as contributing to the City's ratings: a relatively comfortable margin between the actual property tax levy and legal levy limits; a sound debt management plan; improved liquidity, carefully managed free cash and investment practices. Cambridge takes pride in the fact that it has continued to receive the Certificate of Achievement for Excellence in Financial Reporting as well as the Distinguished Budget Presentation Award from the Government Finance Officers Association for the sixth consecutive year.

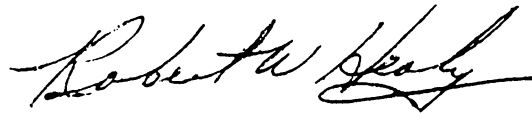
This year, the city has undertaken a variety of new initiatives that included: the recruitment and hiring of the first Police Commissioner in the City's history, a city-wide residential curbside recycling program, and the grand opening of Mayor Thomas W. Danahy Park. In the fall 1990, the City established a new Citywide Youth Employment Office to respond to the challenges facing Cambridge youth, ages 14-21, seeking employment and training opportunities. With several major construction projects in the completion stages, some of the capital improvement projects undertaken this year included the continuation of street and sidewalk reconstruction throughout the city, sewer reconstruction, the reconstruction and covering of the Payson Park Reservoir, water system improvements, school renovations, and the design of a youth center in Area IV.

The City continued to foster its commitment of improving the quality of life for all its citizens and beyond by expanding available resources to a growing homeless population, continued to be a leading advocate for municipal participation in child care for both pre-school and after-school, continued to provide summer jobs for our youth as well as appropriate recreational summer activities, continued improving the quality of life for its senior citizens by building upon existing city services for elderly including Neville Manor nursing home, Cambridge House Call medical services, Council on Aging program which provides a host of services, including: Health screening, legal consultation, taxes, medicare issues, etc.

Our goal in FY92 and beyond is to maintain our prudent fiscal policies as the City faces an uncertain fiscal future. I am confident that the City will meet the challenges ahead with vigor and determination and should continue to enjoy reasonable economic stability for the foreseeable future, thus insuring residents of Cambridge, a continued high level of service delivery.

I would like to thank the citizens of Cambridge, its employees, and the distinguished members of the City Council for their dedication and commitment in keeping Cambridge a vibrant and hospitable city for its residents and visitors.

Very truly yours,

A handwritten signature in cursive script, reading "Robert W. Healy". The signature is fluid and includes a long, sweeping underline that extends to the right.

Robert W. Healy  
City Manager



**School Committee  
1991**

*Above (row 1):* Committee members are Henrietta Davis, Fred Fantini, James Rafferty, and Larry Weinstein. *Row 2:* Frances Cooper, Vice Chair; Mayor Alice K. Wolf, Chair; and Alfred Vellucci.



**City Council  
1991**

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

## A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

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

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

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

- Cambridge is diverse ethnically. Seventy-five percent (75%) of all residents are white; fourteen percent (14%) are black; eight percent (8%) are Asian and three percent (3%) are other races, including American Indian. Seven percent (7%) of all residents are of Hispanic background. Students from 64 nationalities attend public schools here; their families speak 46 different languages. (Source: 1990 US Bureau of Census).
- Cambridge is a City of 13 neighborhoods, ranging in population from 582 (Cambridge Highlands) to 13,006 (Mid Cambridge). Most neighborhoods have their own political and civic organizations. Residents often participate vocally in City policy debates. (Source: 1990 US Bureau of Census).
- 1979 Median Family Income: \$17,845. Among the 101 cities in the Boston metropolitan area, only Chelsea and Boston had lower incomes. Eleven percent of all Cambridge families have incomes below the poverty line. Median family income in 1989 was estimated to be \$33,926. (Source: City of Cambridge).
- The Local housing stock contains 41,979 units. Average household size in 1990: 2.08 persons/household. (Source: US 1990 Bureau of Census).
- Cambridge is a City of renters. Seventy-five percent (75%) of all households are rented; thirty percent (30%) are owned. Thirteen percent (13%) of all homes are single family; thirty-six percent (36%) contain 2-4 dwelling units; thirteen percent (13%) have 5-9 units. The thirty-eight percent (38%) remaining are in apartments of 10 or more units. Twelve percent (12%) of all units are public or subsidized. (Source: US 1990 Bureau of Census).
- Housing costs have risen locally. The median price for a one-to-three family home in 1981 was \$84,550; in 1989 it was \$231,000. Condominium median price was \$173,500 in 1989, up from \$37,000 in 1981. (Source: City of Cambridge).
- Nearly two-thirds of all local jobs are in services (64%). Service employment is dominated by education, health services and business services, including research and computer/software services. Fifteen percent (15%) of all jobs are in retail and wholesale trade; seven percent (7%) are in manufacturing; other major employers: government, finance, insurance and real estate, transportation. The largest employers in Cambridge include Harvard University, MIT, Polaroid, Draper Labs, Mt. Auburn Hospital and Lotus Development. (Source: US 1990 Bureau of Census).
- The fastest growing sector of the economy is the medical and biotechnical area, including biotechnology firms, hospitals, medical laboratories and medical instrument makers. Employers in this group grew by an average rate of 112% between 1987 and 1990. (Source: City of Cambridge).
- Many Cambridge residents work in professional and managerial occupations (40%); another 31% work in technical, sales and clerical positions; 13% work in service occupations; 16% work in blue collar trades such as precision production, craft, repair and machine operation. (Source: US 1990 Bureau of Census).
- Though famous for education, Cambridge is also an industrial city. The first ladder factory in America was built here. Other factory "firsts": piano keys, reversible collars, waterproof hats and mechanical egg beaters and Fig Newton cookies.
- Cambridge remains an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence and optical instruments, and biotechnology.

# Office of the Mayor

1991 was the second year of Mayor Alice Wolf's two-year term as the political and ceremonial leader of the city. The Mayor chairs both the City Council and School Committee and is a voting member of both bodies. This position has enabled her to shape the way in which the City conducts business and develops policy. To streamline City Council and School Committee meetings and allow more time for substantive discussion, Mayor Wolf has implemented a consent agenda in which legislators consider uncontroversial issues in a single vote. Developing policy amid the hubbub of a City Council or School Committee meeting is difficult, so Mayor Wolf has encouraged substantive work to take place in committees where increased discussion among officials and residents can occur.

## Improved Communication

Constituent services is always a major role of the Mayor's Office. In an effort to make city government more accessible and comprehensive to residents, Mayor Wolf has initiated two new forums for communication. The first is a municipal newsletter *One Cambridge*, which updates residents on new programs in the city. The second is a series of town meetings in which residents can ask questions, voice concerns, make suggestions, and receive immediate response.

## Mayor's Summer Youth Employment Program

Again this year, the Mayor's Office provided jobs for 185 fourteen- and fifteen-year olds, in or at: summer camps, city offices and parks, and non-profit organizations for six weeks. In an innovative move, a public/private partnership was developed in which some youth worked in private businesses.

Under Mayor Wolf's leadership, the program focused on introducing young people to the world of work. Workshops and counseling give the young people support and help for the future.

## The Kids' Council

In April 1991, the City Council passed an ordinance drafted by Mayor Wolf and an advisory group calling for the creation of a Coordinating Council for Children, Youth, and Families, affectionately known as the Kids' Council, to direct and lead a comprehensive response to the needs of kids. This ordinance followed a lengthy planning process initiated by Mayor Wolf.

The Kids' Council will work with families, schools, and existing agencies to set priorities for children in the city. It will provide leadership and coordination, and advocate for prevention. The Kids' Council will enable the city to focus on children's needs, and thus, the needs of the future.

## Affirmative Action

In May 1991, the City Council passed a much strengthened affirmative action employment plan for the city. The plan,

developed by the Civil and Human Rights Committee, chaired by Mayor Wolf, reflects a commitment to the multicultural workforce that mirrors the diversity of Cambridge. It establishes an affirmative advisory action committee to guide city administrators in this effort. In addition, it requires that the city ensure that racial minorities, women, and the disabled have ample opportunity to be employed at all levels of city government.

## Central Artery Project Negotiations

During this year, Mayor Wolf led the City Council in turning around the state administration's plans for Scheme Z of the Central Artery Project. Through Cambridge's lawsuit and the City's representatives on the Bridge Design Review Committee, the infamous Scheme Z for the Charles River Crossing was defeated.

## University/City Relations Task Force

In an effort to review issues of mutual concern and forge new partnerships, Mayor Wolf initiated and appointed a university/city task force. This group, composed of both community and academic representatives, is discussing a wide range of "town/gown" issues including in-lieu-of-tax payments, university expansion, sharing resources, and student involvement in the city. It is also expected to make recommendations regarding an ongoing way of negotiating these sorts of issues.

## Bicycle Committee

Inspired by constituent concerns about bicycle safety and limited bicycling opportunities, Mayor Wolf appointed a Bicycle Committee. This group will recommend safety measures and ways in which bicycle paths and routes can be extended.

## Intergovernmental Affairs

Recognizing the value of having Cambridge represented in broader governmental organizations, Mayor Wolf has actively participated in the Massachusetts Municipal Association and the National League of Cities. She is the Co-Chair of the National League of Cities' Task Force on the Role of Education in Cities, and serves on MMA's Board of Directors.

## Ceremonial Events

The Mayor's Office sponsors citywide events such as the Golden Age Luncheon, Harvard Yard Picnic for senior citizens, and receptions for visiting dignitaries. Mayor Wolf has also recognized the achievements of various Cambridge citizens and has used ceremonial occasions to highlight issues important to community groups such as the anniversary of women's suffrage; Fair Housing Month; gay, lesbian, and bisexual rights; and the annual Holocaust memorial. The Mayor supports the efforts of Cambridge's sister-city projects, represents Cambridge in civic celebrations, and leads the effort to instill pride in our city.



**Mayor Alice Wolf greets senior citizens at the annual Harvard Yard Picnic.**

## City Clerk

The concept of the Plan E Council/Manager form of government provides the office of the City Clerk a distinct and significant role in municipal government. The City Clerk's Office, in addition to its statutory responsibilities, which among others includes the issuance of all vital records, provides through the City Clerk and the Deputy City Clerk, for the staffing of some nineteen City Council Committees, in addition to their attendance at each meeting of the City Council. The staff in the office, all of which perform a multiplicity of duties, also serve as "unofficial ombudsman" providing general information regarding various municipal services to the public as well as the preparation of the City Council Record.

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

During this year the office completed its second supplemental update to the Municipal Code. The Zoning Ordinances of the City of Cambridge were reformatted and its first supplement was also published during this time period.

This year saw the installation of the VAX computer system, on which all employees have attended intense workshops.

In compliance with Chapter 41 Section 21D the City Clerk Office in conjunction with the Magistrate's Office of the Third District Court designed and began the implementation of non-criminal violations requiring the collection of fines for such violations as animal fines, public works fines and the Noise Ordinance.

### Licenses and Fees

|                   |             |
|-------------------|-------------|
| Sporting licenses | \$11,542.00 |
| Marriages         | 10,170.00   |
| Sporting fees     | 360.55      |

|                            |                    |
|----------------------------|--------------------|
| Certified copies           | 65,974.85          |
| Archery stamps             | 190.00             |
| Waterfowl stamps           | 150.75             |
| Duplicate licenses         | 12.00              |
| Sale of Zoning Ordinances  | 4,900.00           |
| Sale of General Ordinances | 500.00             |
| <b>TOTAL</b>               | <b>\$93,800.15</b> |

### Recording Fees

|                                  |                    |
|----------------------------------|--------------------|
| Mortgages                        | \$15,570.00        |
| Business certificates            | 6,890.00           |
| Business certificate withdrawals | 165.00             |
| Filing of Zoning petition        | 75.00              |
| Constable filing fee             | 350.00             |
| Physician                        | 20.00              |
| Optometry                        | 20.00              |
| <b>TOTAL</b>                     | <b>\$23,090.00</b> |

### Vital Statistics

|   |       |
|---|-------|
| Cambridge residents—births in Cambridge                           | 436   |
| Non-residents—births in Cambridge                                 | 2,064 |
| Cambridge residents—births outside Cambridge                      | 405   |
| Intentions to marriages filed                                     | 1,077 |
| Marriages recorded  | 1,029 |
| Deaths recorded   | 1,395 |
| Delayed return of births recorded                                 | 32    |
| Affidavits of correction of births, deaths and marriages recorded | 187   |
| Instruments recorded  | 4,342 |

## Law Department

The Law Department provides a variety of services to the City. Its legal staff consisting of six full-time and two part-time attorneys, provides legal representation in areas such as zoning, employment law, tort actions in the nature of personal injury and property damage, civil rights, contracts, civil service, tax appeals, worker's compensation, education law, and real estate. The department furnishes many legal opinions to the City Manager, the City Council and Department Heads. Staff members are regularly available to provide advice at meetings of the City Council as well as subcommittee meetings. The Law Department is responsible for drafting various documents such as ordinances, contracts and leases. In addition to its legal staff, the department is assisted by an investigator, an office manager and two clerical workers. During various intervals the staff is assisted by a law clerk or an intern.

During fiscal year 1991 the office recorded a total of 252 personal injury and property damage claims. Staff attorneys responded to a total of 55 civil actions filed against the city and its employees. The department also responded to numerous tax appeals and c. 766 appeals during this period. With the downswing in the economy the office experienced a substantial increase in Chapter II (bankruptcy) filings. This year as well as last year, a considerable amount of time was devoted to the Parking Freeze and issues pertaining to this environmental matter.



# Finance Department

## Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director. During FY91, the City continued to improve its strong financial position. Highlights of the fiscal year include:

- Successfully converted the City's entire payroll system from a service bureau to the in-house data processing system, resulting in an annualized savings of approximately \$200,000.
- Improved the customer follow-up program in the Revenue Division to ensure customer satisfaction.
- An increasing block rate structure for billing water/sewer usage, which replaced the flat rate has been very successful. This new rate structure is designed to encourage water conservation by billing small water users at lower rates and large water users at increasingly higher rates as consumption rises. The water/sewer billing is due on quarterly basis.
- Improved the water/sewer billing discount for senior citizens.
- Issued \$7.3 million in general obligation debt to finance various capital improvements.
- Received the Excellence in Budgeting Award from the Government Finance Officers Association.
- Received the Award of Financial Reporting Achievement from the Government Finance Officers Association for the City's FY90 Comprehensive Annual Financial Report.

## Revenue

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

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

The Revenue Department transferred approximately 600 delinquent FY90 accounts to tax title in order to secure the City's interest in the tax due.

## Cash Management/Payroll Division

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

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY91. RANs are issued when short-term borrowing is necessary in anticipation of tax revenues. The City issued \$7.3 million in long term debt in June of 1991 to finance various capital improvements.

Interest earnings generated from the investment of City cash totalled \$4.3 million for FY91. The following is a breakdown of interest earnings in the various funds.

| Category                 | Amount             |
|--------------------------|--------------------|
| General Fund             | \$2,742,970        |
| Parking Fund             | 612,691            |
| Debt Stabilization Fund  | 273,377            |
| Health Claims Trust Fund | 442,278            |
| Trust Funds              | 240,546            |
| <b>TOTAL</b>             | <b>\$4,311,862</b> |

## Employee Pension Liability

The City contracts with an actuarial firm every two years to conduct a comprehensive actuarial valuation of the City's Contributory Retirement System. As of January 1, 1990, the City's unfunded pension benefit obligation is approximately \$123 million.

## Health Claims Trust Fund

All of the health insurance plans that the City offers rely on a claims basis for payment; thus, unusually large or unanticipated claims may exceed the health insurance appropriation. Several years ago, the City Council established a Health Claims Trust Fund to act as a contingency against a possible deficit in health insurance allotments in future years, and has made periodic appropriations to this fund.

During FY91, an additional \$1,000,000 was transferred to the Health Claims Trust Fund. As a result of this transfer, as well as employee contributions for Blue Cross Blue Shield and fund interest earnings, the June 30, 1991 trust fund balance was \$8.0 million. It is anticipated that additional appropriations will be made during FY92 and that interest earnings will continue to accrue to the fund.

## Budget

The Budget Department is served by a four-person staff and is charged with the responsibility of overseeing the City's entire budget process. This process includes the development

and implementation of the City's annual operating and capital budgets as well as insuring that all city departments adhere to the budgetary guidelines and limitations set forth. The department is also charged with the preparation of the bond disclosure statements and other related materials for the planned June 1991 bond sale as well as the preparation of the City's Annual Report.



**Government Finance Officers Association Presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY91 City Budget.**

The Budget Department serves as a resource information center for city departments and the public-at-large for obtaining budgetary related information. During FY 91, the office continued to provide a variety of services to City departments as well as to public agencies and private organizations. These services included assisting department heads and fiscal staff with the preparation and presentation of proposed budgets; providing assistance to the independent auditor in the preparation of auditing financial statements; and completing a variety of public and private surveys concerning the City's fiscal position and budgetary policies.

During FY91, the budget office continued to work with the Data Processing Department regarding the automation of the remaining parts of the personnel analysis budget forms by automatically posting relevant data directly from the personnel department system. The successful automation of the budgetary system has significantly improved the process of imputing budgetary transfers and appropriations, updating and retrieving all the City's financial transactions and expedited the flow of information a lot more efficiently between city departments.

The Budget office takes pride in accepting for the sixth consecutive year the Government Finance Officers Association Award for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 1991.

## Personnel

The Personnel Department is responsible for coordinating City employment practices and employee development activities for civil service and non civil service employees, for negotiating and administering collective bargaining agreements with fourteen municipal employee unions, and for administering health and life insurance programs for employees and retirees. These activities include both service and control functions with technical assistance and oversight responsibility to ensure compliance with sound personnel practices, civil service procedures, collective bargaining agreements, and with federal, state, and local laws.

## Employment Services

This function of the personnel department is the one most often encountered by the general public. The staff serves job seekers by accepting and processing Labor Service registrations as well as employment applications for positions not subject to civil service or for civil service positions for which provisional appointments will be made. Information and assistance is provided regarding the competitive civil service examinations given statewide, the City's Affirmative Action Plan, and other employment resources available in Cambridge.

This year a number of City departments made changes in administrative structure and we also experienced higher than usual staff turnover at the administrative level. As a result we were involved in critical recruitment efforts at the department head level for Neville Manor, Police, Public Works, and Water Departments and for mid-level or project management positions at Elections, Neville Manor, and Public Works/Recycling. Also during the year, in cooperation with the Affirmative Action Director and a committee of the City Council, a new Affirmative Action Plan was written and adopted.

## Employee Benefits & Training

Recognizing that the most productive workforce is one that is healthy and challenged, the resources of this section are used to administer health and life insurance programs for employees and retirees and to coordinate employee training programs. Benefits management activities range from assisting individual subscribers with service and billing problems to efforts at the vendor contract level to ensure that the best quality health care benefits are provided under managed cost control programs in this significant item in the City budget. Employee development activities range from a modest tuition reimbursement program to a full schedule of group training sessions designed to increase competence in many general and specific skill areas.

New this year is the implementation of a full service Employee Assistance Program (E.A.P.). This consolidated previous ad hoc efforts to assist employees and their supervisors to recognize and deal with problems adversely affecting City services. The Cambridge E.A.P., through an independent contracted service, provides for confidential referral to sources of help for employees dealing with major life and workplace disruptions such as alcohol and drug

abuse, and assistance in managing personal finances, marriage, family and relationship stresses.

### **Employee Relations**

The City is committed to providing positive working environments in all its departments, fair and equitable wages and benefits for its employees, and an atmosphere that fosters open communication within its workforce. Cooperative working relationships are maintained with our employee unions and collective bargaining is conducted and grievances mediated with these goals foremost in mind.

This year saw the strengthening of joint labor-management efforts. Several existing labor contracts were extended and new ones settled providing for continued stability through Fiscal Year 1994. Time and attendance reporting was improved giving departments better tools for monitoring and controlling sick leave use. New programs of tuition support were instituted to assist paraprofessional employees to gain or improve skills needed to advance in technical and professional positions in health care and library services.

### **Affirmative Action**

The Office of Affirmative Action is charged with the responsibility of increasing the City employment of minorities and women in proportion to their current available Labor Market percentages for the City of Cambridge or to the Standard Metropolitan Statistical Area (SMSA), whichever is greater.

Currently, minorities representation is 18.3% for current full-time City work force, of which female representation is at 45%. Other than full time work force, minority employee representation is 25%, of which women are 66%.

During FY91, the Affirmative Action Director continued to further the development and implementation of the Minority Business Enterprise Program which is aimed at ensuring that 10% or more of the City's contracting funds to minority owned businesses which have been certified by the State Office of Minority and Women Business Assistance (SOMWBA). In addition, the City's Affirmative Action plan of goals and timetables is undergoing revision and update.

The goal is to increase minority and female participation in the City's work force where there has been an under utilization of their presence in each of the Equal Employment Opportunity categories. In addition to continuing these objectives during FY91, the Office continued to administer the Civil Service Affirmative Action mechanisms under the provisions of Chapter 778 of the Acts of 1972.

### **Purchasing**

Administration and implementation of the City's centralized purchasing function is one of the areas of responsibility of the Purchasing Department.

Adoption of Chapter 30B of the MGL has made the bidding process uniform throughout the Commonwealth. It clearly defines the bidding process for all supplies and services which now makes it necessary to prepare Request for Proposals for services and real estate. Chapter 30B allows us to bid supplies and services for multi year

contracts, this is more than what was allowed under the previous bid law.

In conjunction with the State office of Minority and Women's Business Assistance the Purchasing Department encourages participation of minority and women-owned, small and Cambridge based businesses in the City bidding process.

Another priority for the Purchasing department is to encourage City departments to utilize Commonwealth of Massachusetts contracts in order to benefit from the low pricing on selected commodities due to the buying power of the Commonwealth. Further cost savings are realized when city departments utilize blanket ordering; the department obtains a firm price, and the avoiding of repeat purchasing of the same small items.

The Purchasing Department also functions as the custodian of surplus property. When equipment is declared surplus, it is first offered to other city departments, enabling them to acquire equipment at no cost. If equipment cannot be disposed of in this manner, it is sold to the highest bidder, creating a small source of revenue for the City.

The central supply storeroom is operated by the Purchasing Department. The storeroom carries the most commonly used office supplies which may be purchased by city departments at a considerable savings.

### **Assessing**

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

Every three years, every City and Town in Massachusetts must be certified by the Massachusetts Department of Revenue as assessing property at full and fair market value. As a matter of policy, the Cambridge Assessing Department revalues property annually rather than only every three years as required by the Department of Revenue. Annual revaluation maintains values at current market levels and ensures tax equity as real estate market trends redistribute value among neighborhoods and property classes. Annual revaluation also provides stability for the tax base by avoiding the dramatic shifts in the tax burden that can occur when three years of market activity must be accounted for.

In the 1990's Massachusetts economy of declining property values, this policy placed Cambridge at the forefront of communities eager to keep up with declining values by revaluing rather than by abatement.

Both the direction and size of market trends in Cambridge varied by type of property and its location; however, the net result of our value adjustments for FY91 was a decrease of approximately 2.5% in the value of existing residential and commercial properties.

Although the local economy and real estate markets continued winding downward during 1990, construction projects laid out and begun in prior years, as well as continued growth in the personal property tax base, added

\$339,630,100 to the City's inventory of taxable property. The new construction more than offset the decline in the values of existing properties, resulting in an overall increase in the City's tax base from \$8,528,769,144 in FY90 to \$8,662,906,830 in FY91.

## Analysis of Value Changes

| <b>FY 1990</b>           |                        |
|--------------------------|------------------------|
| Comm/Pers Prop           | \$3,905,988,763        |
| Residential              | <u>4,622,780,381</u>   |
| <b>Total</b>             | <b>\$8,528,769,144</b> |
| <b>FY1991</b>            |                        |
| Existing Comm/Pers       | \$3,777,443,133        |
| New Comm/Pers            | <u>233,060,100</u>     |
| <b>Total Comm/Pers</b>   | <b>\$4,010,503,233</b> |
| Existing Residential     | \$4,545,833,597        |
| New Residential          | <u>106,570,003</u>     |
| <b>Total Residential</b> | <b>\$4,652,403,597</b> |
| <b>Total Value</b>       | <b>\$8,662,906,830</b> |

### Auditing

The nine person auditing staff is responsible for reconciling the city's cash and receivable system to the city's automated general ledger. During FY91, the division audited and processed over 75,000 vendor vouchers and schedules as well as all purchase orders, payroll and vendor warrants generated by the city.

The office also prepares reports required by the state department of revenue and works closely with the independent auditor in the audit of the city's financial records.

Other duties of the division include the auditing of the federally funded Human Services Fuel Assistance Program. This program provides fuel assistance to qualified Cambridge and Somerville residents.

During FY91, the Auditing staff continued to work closely with the Data Processing Department to update and implement more efficient procedures.

### Data Processing

The Data Processing Department is responsible for the selection, purchase, implementation and management of the City's computer hardware and software needs.

During FY91, the City computer network was expanded and is now serving over 175 City personnel in over 30 municipal departments and agencies and is offering automation of over 50 municipal applications. During the past year, the following projects have been undertaken:

- implementation of a City-wide office automation system, including electronic mail, calendar scheduling, word processing, spreadsheet applications, online telephone directories, telephone messaging, etc.

- total integration of personal computer users and main-frame computer users into one state-of-the-art computer network environment
- further automation of the Personnel department to include time balance accruals, Affirmative Action policy management, position tracking, etc.
- implementation of School and Hospital Payroll systems
- further expansion and training in the usage of microcomputers, microcomputer software, office automation and word processing
- a complaints and permits management system for Inspectional Services
- a licenses application and management system for the License Commission
- a complaints management system for the Consumer council
- a networked Childcare Management system for the Human Services department
- expansion in access and use of the city computer in the Human Services department, Neville Manor, Cambridge Hospital and Public Works.
- a Council order and complaints management system for the Executive Office
- conversion of the City to a new telephone system

## Retirement System

The Cambridge Retirement System is administered by a three member board, and an office staff consisting of six employees whose duties are to maintain the accounts of 2,700 active members and 1,500 retirement recipients who also include spouses and dependents of former employees. The office is also responsible for the recording and balancing of all financial transactions including all investment activity. Pursuant to the laws of the Commonwealth of Massachusetts, a yearly statement is filed with the Commissioner of the Public Employee Retirement Administration. This statement contains all assets, liabilities, income and disbursements and reflects the overall condition of the System.

The total assets of the retirement system as of December 31, 1990 were \$118,507,378.

The Retirement System is governed by a three member Board whose duties are too numerous to state here but are outlined in Section 20(5), Chapter 32, M.G.L.

The Board Members and Office Staff are committed to

serve all employees, active and retired and are always available for consultation when needed.

One of the accomplishments of the Retirement Office was the computerization of all active members' accounts which was a tremendous task due to the fact that the information required by the Public Employee Retirement Administration and other Governmental Agencies including the City was of such detail, i.e. calculating the creditable service of each member, service in other systems, makeup payments for creditable service, refunds, etc.

The Retirement System has computerized all of their investment activity including present holdings, original cost, amortized value and market value.

Another of the Retirement System's accomplishments has been the acquiring of an Investment Consultant and several Money Managers. These Managers' investment performance is overseen by the Retirement Board and Investment Consultant on a periodic basis in order to ensure that their investment practices are sound and financially beneficial to the City of Cambridge Retirement System and members thereof.

## General Services

### Records and Microfilm

The Records and Microfilm Department administers a Comprehensive program of records management for the city. The department's records manager coordinates the documentation, organization, and consolidation of both temporary and permanent municipal records. The records manager is responsible for monitoring each department's adherence to the Secretary of State's retention schedule, so that vital documents are retained and obsolete documents are promptly and properly discarded.

Approximately 1000 cubic feet of obsolete records were destroyed in FY91. More than half of this volume qualified for recycling. Also, nearly 500 cubic feet of vital records were cataloged and moved to more adequate storage facilities.

During FY91, the microfilming staff filmed, indexed, and cataloged 315 individual rolls of film, or 630,000 images. Examples of documents which are filmed by the department include deed abstracts, purchase orders, requisitions, hospital records, payroll records, municipal lien certificates, all checks issued or received by the city, various law and personnel department documents, and blue prints from the engineering department. Research is conducted and microfilm copies are provided to various departments daily throughout the year.

### Printing

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

During FY91, the Print Shop completed 1,935 printing requests, and produced approximately 1,750,000 sheets of paper and 650,000 envelopes. In addition, the print shop continued to employ two high school students who work after school through the Cambridge Rindge and Latin School's workstudy program. These students are introduced to printing techniques and other printing processes while earning academic credit.

## Election Commission

The Cambridge Election Commission is responsible for supervising all federal, state, and municipal elections; providing for voter registration; conducting the annual census; and administering municipal campaign finance report for the City.

The Board of Election Commissioners is made up of two Democrats and two Republicans, chosen from lists submitted by the respective party's City Committee and appointed to staggered four year terms by the City Manager. Daily operations of the Election Commission, located on the third floor of the Central Square Municipal Building at 362 Green Street, are conducted by a five person permanent staff made up of an Executive Director, an Assistant Director, and three clerical support staff.

### 1991 Census

In FY91 Cambridge residents responded to the annual census more promptly and in greater numbers than in previous years. For the first time, 55% of the mail returns were received in the first six weeks, followed by telephone and door-to-door canvassing to complete information on a further 43%. An expanded database added 85 condominium addresses to the multi-unit census for a total of 465. The 1991 census recorded a total of 73,346 residents over the age of 17, of whom 41,924 are voters. A total of 5,198 voters were dropped as non-respondents, and 1,700 residents moved from one Cambridge address to another. The transfer of the Commission's from the School Department's DEC 20 to the City's centralized VAX computer system has created opportunities to share information with other departments more easily and efficiently than ever before.

### Voter Registration

Chapter 269 of the Acts of 1990, Massachusetts General Laws, permitted the creation of political designations when requested by 50 registered voters. In FY91, in addition to three political parties, Democrats, Republicans and Independent Voters (not to be confused with unenrolled or so-called "independents") 5 political designations were established: Socialist, Libertarian, Interdependent Third Party, New Alliance, Prohibition, and Green Party.

The Executive Director was invited and presented to a Secretary of State's sponsored symposium the Commission's methods for handling new voter registration procedures.

A total of 5,348 new Cambridge voters and 1,101 voters from other communities were registered at sessions held in

the Commission's office, at the four high schools and 7 branch libraries, in other municipalities, at special petitioned sessions, during the 8 neighborhood sessions before each election, and largely at the more than 187 sidewalk sessions throughout the summer of 1990.

### Primary Election

There was more interest than usual in the 1990 September Primary, with a total of 23,695 Cambridge voters showing up at the polls, a 54.64% turnout. Republican ballots cast totalled 3,273 and 20,422 Democratic ballots were voted. This figure includes 427 absentee ballots returned of the 587 that were mailed out. After the election approximately 5,000 voters changed their party affiliation to unenrolled "independent."

### November Election

The Election held on November 6th drew a 74.86% turnout, with 34,935 of the 46,663 registered voters going to the polls. Ballot tabulation was conducted with great efficiency and care at the Office of Information Technology. At Harvard University at no cost to the City, a telephone bank to respond to public inquiries was provided to Commission staff, and video screens with instantly updated election returns were available for the public's viewing.

## Arts Council

The Cambridge Arts Council, the City's official cultural agency, provides rich and varied artistic programs which enhance and encourage the City's cultural vitality.

In FY91, the Arts Council sponsored more than 110 projects, special events, exhibitions, and installations, with more than 650 artists and performers participating. The Arts Council continues to initiate unique and challenging programs by forming joint partnerships with other organizations, departments of the City, and local businesses, thereby expanding the breadth and depth of the activities the Council is capable of providing the community.

### Community Arts Program

The Community Arts Program, besides its continuing program of funding for local artists working with community groups, schools, libraries, and other City agencies, presented a series of free, outdoor concerts in four different neighborhoods throughout the City. The early evening series, titled *Summer in the City; Cambridge Chills*, featured local teen performers as well as bands such as Ambassa, Diversity, and the Boogaloo Swamis. The concerts were held at Hoyt Field, Donnelly Field, Glacken Field, and Columbia Park during July and August.

As in the past years, entertainers were provided for the Senior Picnic at Harvard and the Golden Age Lunch at MIT, as well as events at senior centers and nursing homes throughout the year.

Notable public events included a month-long, playwriting

festival presented during the summer, "Backyard Dances", an intergenerational project of the Cambridge Performance Project; and the annual Sennott Park Festival, organized by the Roberts/Maynard Neighborhood Council. Foreign exchange performers included senior women singers from Bulgaria, a teenage theatre troupe from the Republic of Georgia, and young dancers from Bali. New tapestry panels by Ann C. Brink were installed in the Children's Room at the Main Library, and a series of numerical sculptures by Phyllis Ewen were mounted at the Graham and Parks School. Most of the latter were funded by Arts Lottery grants administered by the Cambridge Arts Council.

The Arts Council assumed the joint responsibility, with the Police Department, for the management and licensing of Street Performers under the new ordinance which oversees the performers' compliance with the terms of the ordinance.

The Community Affairs Office of the Arts Council provides technical assistance to community arts agencies, emerging artists, and other City departments holding public events, as well as referring performers from the Performance Bank for local events. Contacts are maintained with agencies in surrounding communities; information is shared concerning festival and event production. During FY91 local groups have consulted the Arts Council concerning available local performance spaces, sources of theatrical materials/supplies, and rehearsal space. The Community Affairs Office also refers artists to additional resources within the greater Cambridge community.

### Cambridge International Fair '91



**Cambridge's own Stan Strickland was joined by pianist David Azarian in the closing act of the First Cambridge International Fair.**

In June of 1991, the Cambridge Arts Council produced the first Cambridge International Fair, "Walk the World in Central Square" at University Park, behind the Central Square Fire Station. The International Fair was conceived as a natural outgrowth of the already multi-ethnic nature of Cambridge and celebrated the multi-cultural environment that characterizes Cambridge generally, and Central Square specifically, through performance; traditional crafts; ethnic

foods; and carnival and street performers. It was designed to bring together the wide variety of arts, restaurants,



**The Rita O'Shea Irish Step Dancers entertain at the First Cambridge International Fair.**

merchants, and cultural activities which exist throughout the City for one day of celebration and sharing.

The Arts Council produced the Fair with cooperation and support from many departments of the City, as well as the Sister Cities Committees, community organizations, and the business people and merchants of the Central Square Business Association. This partnership between business and the arts has been a long and fruitful one in Cambridge, enhancing the quality of life and enriching the community for all of the City's residents and visitors. Through this type of public/private partnership the Arts Council is able to maintain a high level of public service even in the fiscally conservative 90's.

In addition to a World of International Foods and innovative crafts displayed along the length of the fair grounds, there were seven stages within the Fair proper, augmented by musical groups and roving street performers along Massachusetts Avenue from the Carl F. Barron Plaza to the gateway of the Fair site. The International Circle of stages featured performers representing countries from around the world; Cambridge's sister cities were also well represented. Irish step dancers, Indian Devas, Scots fiddlers, and African tribal traditions were applauded. Scores of people were held spellbound by the intricacies of a Japanese tea ceremony and the hypnotic beat of Caribbean drummers.

The main stage, representing the City of Cambridge, showcased some of the area's best-known performers: the Cambridge Harmonica Orchestra; Revels; the David Azarian Trio; Panorama; and Ambassa. Throughout the day, storytellers, jugglers, and conjurers roved the Fair grounds, working their magic and providing entertaining glimpses of the many cultures represented. To bring the day to a close, Cambridge's own Stan Strickland was joined by Armenian jazz pianist David Azarian in a recreation of their extraordinary 1987 collaboration in Armenia.

The Cambridge Arts Council has been singularly successful in promoting the arts as an integral component of our urban heritage. The receptivity of local business and community organizations was nothing short of enthusiastic and is founded on the mutual recognition that the health of our community is based as much on its cultural and social

activities as it is on its business and commercial vitality. Plans are already underway for the International Fair '92, which, hopefully, will bring together even more elements of our richly diverse City.



**Jorge Arce de Humano leads an impromptu jam session at the Arts Council's First Cambridge International Fair.**

### **The Tet Ansamn Arts Education Project**

The Tet Ansamn Arts Education Project, a multi-cultural arts residency, was conducted at the Graham and Parks School from February through May, 1991. The project centered on a student production based on the play *I-Jean and His Brothers*, an Island folktale by Pulitzer Prize-winning black author Derek Walcott.

There were seven professional artists involved in classroom workshops and programs at the school in an attempt to create an experience of Haitian art and culture for all grades.

The drama director for the project was Cambridge-resident Debra Wise of the Underground Railway Theater. She worked with interested 6th, 7th, and 8th grade students, ultimately casting 31 students in acting roles. A group of 7th and 8th grade, bilingual students worked with a drummer to build three large drums, which were used to accompany dancers in the performance of the play.

Production-oriented activities occurred throughout the school. Classrooms of 5th and 6th graders worked on set design and construction with Cambridge muralist David Fichter. The students began by studying slides of Haitian art and ended three months later with a substantial set which reflected the cultural and mythical quality of the play.

Jean-Claude Martineau, a Haitian storyteller, visited with the youngest grades as a guest folklorist. Haitian drummer, Lionel Charles, worked with students to prepare musical accompaniment for the production.

All of this work came together with three public performances of the play in late May. The goal of this project was to increase student self-esteem, create an awareness of Haitian culture and bring the entire student body together. The students experimented with new skills and learned about the parts of a dramatic production, as well as the team work and discipline necessary to achievement. As such, the project was an unqualified success.



Evaluation was carried out by outside observers; a collaborative report is being created by the Arts Council to document the entire project based on feedback from all participants.

### Public Art

The Arts Council is assisting Cambridge artists in making major cultural contributions to the City through its diverse programming. Early in the year, the Arts Council was approached by representatives from Arthur D. Little, Inc. to design and implement a program whereby the corporation could commission an artist to design its annual Presidential Award. Through a limited competition amongst Cambridge artists, the Arts Council guided Arthur D. Little through the selection process by which they commissioned Peter Haines to create a small bronze sculpture to be reproduced and presented to employees for meritorious service.

Cambridge Arts Council staff has inventoried the City's public art collection and is working with writer Julie Thacker to produce a guidebook to public art in Cambridge. The artworks are being photographed by Roy-Alan Hansen for the publication; maps will be designed by a local artist. The guidebook will be published in 1991.



**Tobin School children romp with "Lost Zebra", a Public Art work by Patricia Keck at the Father Callahan Playground.**

Edward Levine has designed a functional, intimate, environmental artwork as part of the Margaret Roethlisberger Memorial Park. Working in cooperation with the Cambridge Community Development Department, the Cambridge Arts Council has commissioned Nancy Webb to incorporate bronze bar reliefs of flora and fauna, along with small bronze bugs, into the new Charles Park in East Cambridge. The neighbors of the Saginaw Avenue Community Mural sought aid from the Arts Council to add an extension/addition to the mural.

Children and adults alike have welcomed a life-size, wooden zebra into their midst at the Father Callahan Playground. Working with the Arts Council, Tobin School students, and area neighbors, artist Patricia Keck designed, built, and installed "Lost Zebra". Prior to the installation the Council introduced the artist to the Tobin School students through slide-illustrated talks by the artist, educating them about her creative process in the making of the sculpture. City and school officials, along with neighbors

and children, attended the spring dedication. Art Insight's artists: Richard Bolton, Mierle Laderman Ukeles, and Krzysztof Wodiczko, have completed their research and development phases, meeting and working with many Cambridge residents over the past year to identify issues, arts sites, and project interest. Bolton will explore the issue of real estate development in Central Square and present a didactic storefront installation this fall. Ms. Ukeles is collaborating with the landscape architect for the Mayor Thomas W. Danahy Park to integrate an artwork into the Park that is responsive to the Park's former use as a landfill. Krzysztof Wodiczko is grappling with the issue of "homelessness" in the City and is proposing to focus attention on part of the problem through the arts.

### Gallery 57

In FY91 the Arts Council successfully changed the structure of its exhibition program. To ensure aesthetic quality and variety in the Gallery's presentation of Cambridge artists, the Council organized an open competition to select artists for the exhibition year 1990-91. The selection rested with an independent jury of art professionals. Eight artists were selected from over sixty submissions. The exhibitions also varied in style and subject from realism to abstraction and from purely formal explorations to social commentary. Gallery programming, designed to bring the exhibitions beyond the regular gallery-going public, included discussion of the nuclear threat by two prominent national peace activists in conjunction with the exhibition dealing with nuclear power.

Based on the success of the competition program, the gallery had its second open competition in May to select arts for the exhibition year 1991-92.

The selection this year was made by: Peter J. Baldaia, Curator, Fuller Museum of Art, Brockton; Katy Kline, Director, Last Visual Arts Center, M.I.T., Cambridge; and Edmund Barry Gaither, Director, Museum of the National Center of Afro-American Artists, Roxbury.

The Council has also continued its series of exhibitions and displays in the main lobby of City Hall on various themes of local concern.

### Special Projects

In November, for "National Art Week", graphic panels created by students from the Just-a-Start program with guidance from local artist Laura Blacklow were installed at City Hall. In December, the newly-formed Cambridge Orchestra and Chorus, under the direction of conductor William Thomas, presented a performance of Handel's *Messiah* at the First Baptist Church. The eighty members of the volunteer chorus, who live and work in Cambridge, came together regularly to rehearse and refine their talents, culminating in a mid-December concert of remarkable energy and quality.

In celebration of Black History Month, the Council brought Scott Joplin's opera *Treemonisha* into Cambridge for a gala performance at the Fitzgerald Auditorium. This performance was the Boston-area premiere of *Treemonisha*.

In commemoration of World AIDS Day and a "Day

without Art", the Arts Council commissioned Cambridge artist Lillian Hsu-Flanders to create a limited-edition postcard.

Working with Veterans' Service, the Arts Council solicited family photographs from Desert Storm participants and presented a photo exhibition at City Hall as part of the "Cambridge Supports Our Troops" effort.

## Animal Commission

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

In FY91 the Cambridge Animal Commission continued its educational and enforcement programs concerning the control and welfare of animals and the responsibilities of pet ownership in the City. The following objectives were accomplished during 1991:

- The number of animals vaccinated at our low cost rabies vaccination clinic (\$5.00/animal) increased by 50%.
- There were over 1775 dog licenses issued during 1990.
- The graduation of an Animal Control Officer from the Animal Control Officers Academy at Mount Ida College.
- Responded to over 2400 telephone calls concerning injured animals, cruelty complaints, dog waste complaints, wildlife problems, and barking dog complaints.
- Continued to intensify efforts towards a positive working relationship with dog owners in regard to the scooper and leash laws.
- Handled over 600 calls concerning lost or found cats and dogs.
- The number of dogs picked up as strays has been reduced by 40%.
- There were 187 citations issued for violations of the Municipal Code of the City of Cambridge Chapter 6, which pertains to the Care and Control of Animals.
  - 27% were issued for violations of the License Law
  - 64% were issued for violations of the Leash Law
  - 2% were issued for failure to remove dog waste
  - 7% were issued for failure to display a licenseThese citations resulted in \$2,390 in fines.
- The placement of over 40 animals (dogs and cats) with new responsible owners.
- Continued to provide access to low cost spay/neuter programs, provided information for responsible pet ownership and pet health care; maintained a humane literature library with wildlife information.

Additional responsibilities fulfilled during FY91 included care and conveyance of injured animals (wildlife included), investigation of all animal cruelty, domestic animal and nuisance wildlife complaints. In addition, the Animal Control Officers are always available to provide information for low cost spay/neuter programs, pet health care and behavior programs and wildlife-related questions.

The Cambridge Animal Commission continues to work towards making Cambridge a safe city for both people and animals through an educational and enforcement approach.

## Fire

The Cambridge Fire Department was formed in 1832 by an Act of the state legislature. The Department has always been a leader in its profession. The Fire Department is composed of the fire fighting division and this, in turn, is divided into Division I and Division II, with the dividing line being the Sullivan Square area. There are nine fire stations throughout the City. The fire fighting division is responsible for answering all emergency calls, such as fires, rescue calls, hazardous material incidents, water problems, gas leaks, and other disastrous occurrences.

Training sessions—are conducted at the Company level and there is a structured program set up so as to insure that all department members are receiving identical training. Each year members are required by law to review the "Right to Know Law". The quality of a training program can be measured by the uniformity and effectiveness of a department's emergency operations. Safety is paramount and is stressed during training and operations.



**HAZARDOUS MATERIAL INCIDENT: Members of Rescue 1 Hazmat team are preparing to enter a M.I.T. lab to control a hydrogen bromide chemical release. Cambridge is fortunate to have its own Hazardous Materials Response Team, it requires long hours of training, and specialized equipment.**

Arson Squad—continues to do an outstanding job of investigating all fires of suspicious origin. The members of the unit have received extensive training. Members frequently patrol the target areas of the city and have been instrumental in making many arrests. This progress is the result of vigorous investigation and cooperation with insurance companies special investigation units and prosecution of

guilty persons.

During Fiscal Year 1990-91, the following activities have been accomplished:

- Two of the Companies have been equipped with a different type of self contained breathing apparatus. This testing program is showing good results and is continuing. Increased Fire Fighter safety is the goal.
- A 1979 Continental 1250 GPM Pumper was refurbished and recently restored to fire combat service. The Department expects several years of service from this apparatus.
- A program of nozzle replacement and standardization was begun. The 2½-inch phase of this effort is completed. Safety through standardization of equipment is the goal here also.
- Department Members received training in the use of the fire ground incident command system, (I.C.S.); this system will be used at all emergency incidents whether minor or major in size. This system will allow for more effective control and increased safety during operations. Use of I.C.S. will be adopted by all fire departments in the Metro Fire District. This will provide better control of mutual aid companies at major fire.
- The Department worked with the Cambridge School Department in presenting a fire safety program in the schools.
- A new fee schedule was put into effect in January by which the owners of certain types of buildings are fined for unnecessary fire alarms to which the Fire Department responds. The fee schedule will encourage building owners to maintain their detection and alarm systems. This will result in a decrease in the number of needless alarms in these buildings.
- The Fire Prevention Division continued working with owners of high rise buildings to obtain compliance with the sprinkler system retrofit laws.
- The Fire Investigation Unit continued patrols in areas where there was a high incidence of incendiary fires.

**Subject: Activity by Fire Companies for FY91**

| Company                |                                    | Fire Duty & Other<br>Related Services | Emergency<br>Medical Serv. | False<br>Alarms | Mutual<br>Aid | Total          |
|------------------------|------------------------------------|---------------------------------------|----------------------------|-----------------|---------------|----------------|
| Engine Co. #1          | 491 Broadway<br>Headquarters       | 1,554                                 | 391                        | 173             | 1             | 2,119          |
| Aerial Tower<br>Rescue |                                    | 1,293<br>847                          | 82<br>1,828                | 159<br>48       | 3<br>3        | 1,537<br>2,726 |
| Engine Co. #2          | 378 Mass. Ave.<br>Lafayette Square | 1,056                                 | 784                        | 288             | 10            | 2,138          |
| Ladder Co. #2          |                                    | 663                                   | 75                         | 252             | 74            | 1,064          |
| Engine Co. #4          | 2029 Mass. Ave.<br>Porter Square   | 759                                   | 522                        | 93              | 16            | 1,390          |
| Engine Co. #5          | 1384 Cambridge St.<br>Inman Square | 898                                   | 416                        | 288             | 43            | 1,645          |
| Engine Co. #6          | 176 River Street                   | 779                                   | 374                        | 183             | 0             | 1,336          |
| Engine Co. #7          | 350 Main St.<br>Kendall Square     | 697                                   | 160                        | 163             | 0             | 1,020          |
| Engine Co. #8          | 113 Garden St.<br>Taylor Square    | 802                                   | 299                        | 146             | 0             | 1,247          |
| Ladder Co. #4          |                                    | 867                                   | 101                        | 147             | 28            | 1,143          |
| Engine Co. #9          | 167 Lexington Avenue               | 459                                   | 237                        | 88              | 26            | 810            |
| <b>Total</b>           |                                    | <b>12,430</b>                         | <b>5,724</b>               | <b>2,517</b>    | <b>218</b>    | <b>20,889</b>  |

# Police

Serious crime decreased in the City of Cambridge in Calendar Year 1990. When compared with the previous year, the City recorded a decrease of four percent in calendar year 1990 in Part I crimes. (Because of the seriousness and frequency of occurrence, eight offenses (murder, forcible rape, aggravated assault, robbery, burglary, larceny, motor vehicle theft, and arson) comprise a crime index of Part I crimes and serve as an indicator of the locale's crime experience.)

The 1990 Part I crime index of 7,036 was a decrease when compared to last year's total of 7,340. Three murders were recorded in the City compared to seven last year. The number of reported robberies in the City decreased (-6.3%) along with reports of burglary (-9.3%) and larceny (-15.0%). Increases were registered in forcible rape (+16.0%), aggravated assault (+68.2%) and motor vehicle theft (+15.6%). The increase in aggravated assault can be attributed to the increase in domestic abuse cases.

For the better part of the last decade, reported crimes in the City of Cambridge have been decreasing. The total of 7,036 Part I crimes in 1990 remains a decrease of almost 20% from a high of 8,813 in 1981.

|                    | 1988         | 1989         | 1990         |
|--------------------|--------------|--------------|--------------|
| Forcible Rape      | 30           | 25           | 29           |
| Robbery            | 402          | 460          | 431          |
| Aggravated Assault | 371          | 365          | 614          |
| Burglary           | 1,337        | 1,521        | 1,470        |
| Larceny            | 3,127        | 3,692        | 3,136        |
| M/V Theft          | 1,175        | 1,170        | 1,353        |
| Murder             |              |              |              |
|                    | <u>6,449</u> | <u>7,340</u> | <u>7,036</u> |

In May 1991, Perry L. Anderson, Jr. was appointed as the Department's first Police Commissioner. Commissioner Anderson brings with him a rich tradition of police experience with 22 years of service in the Miami Police Department attaining the rank of Chief of Police in 1988. Commissioner Anderson was recently elected the National Vice President of the National Organization of Black Law Enforcement Executives (NOBLE) and is an appointed member of the Executive Committee of the International Association of Chiefs of Police (IACP).

For the fiscal year ending June 30, 1991, the Cambridge Police Department consisted of 259 sworn officers (compared to 259 for the end of fiscal year 1990). Of the total complement of sworn officers, 186 officers were assigned to Uniformed Operations (Day Patrol, Night Patrol, and Traffic). During calendar year 1990, Uniformed Operations issued a total of 14,246 moving violations and a total of 107,026 parking tickets. Calls for service to the Uniformed Operations break down as follows:

|                |                     |       |
|----------------|---------------------|-------|
| 8:00a - 3:59p  | 35,583 calls        | 39.9% |
| 4:00p - 11:59p | 34,314 calls        | 38.5% |
| 12:00a - 7:59a | <u>19,321 calls</u> | 21.7% |
|                | 89,218 calls        |       |

During calendar year 1990, the Police Department was responsible for a total of 2,709 arrests. Of this total, 1,053 arrests were for felonies while 1,656 were for misdemeanors.

Reportable motor vehicle accidents decreased 14.4% in calendar year 1990 compared with the previous year. A total of 2,720 accidents were reported throughout the City of Cambridge in 1990.

The Civil Rights Unit had no serious cases reported for the entire calendar year.

Three homicides were reported during the year. Arrests were made in two of the incidents with cases pending.

One hundred and eleven persons were reported missing in calendar year 1990. Only six (6) remained outstanding as of the end of the year.

The Police Department seized over \$50,000 in cash related to narcotics cases which was deposited in the Law Enforcement Trust Fund. Also seized were a 1988 GMC pick-up truck valued at \$13,000, a 1984 Plymouth valued at \$2,500, and two cellular phones and two answering machines valued at \$1,000. A substantial amount of illicit narcotics were also seized during the year including heroin, cocaine, marijuana, LSD, and various Class E pills.

In October, 1990, The Vice/Narcotics Unit was awarded a grant totalling \$66,000 from the Massachusetts Committee on Criminal Justice to expand the Department's efforts against drugs. The grant allows the Department to expand its computer capabilities in order to better monitor, analyze and control case management and drug activity in the City.

In October, 1990, the Police Department initiated a formulation of a juvenile diversion program in cooperation with the Crime and Justice Foundation, the Cambridge Department of Human Services, the Third District Court Juvenile Probation Office, the Department of Social Services, the Third District Court Juvenile Probation Office, the Department of Social Services and Short Stop of Somerville, Inc. This program provides alternative placement of juveniles arrested for less serious crimes and Children in Need of Services (CHINS) offenses.

The Police Department's Child Safety Program, "Officer Caring: visited all of the City's elementary schools during the school year presenting the Drug Awareness Program to all 3rd and 4th graders.

The Police Department, in cooperation with the License Commission, sponsored drug awareness talks and demonstrations to all owners/managers of licensed establishments throughout the City.

The Police Department completed a two year grant in conjunction with the Cambridge Housing Authority and the Middlesex County District Attorney's Office which directed visible patrols at selected hours in Newtowne Court/Washington Elms and Roosevelt Towers.

During the year, the Cambridge Police Department completed conversion to a 9mm handgun: the SigSauer P228. All officers completed a 24 hour training course in the handling and maintenance of the new weapon.

In April, 1991, the Cambridge Police Department bid farewell to Chief Anthony G. Paolillo. Chief Paolillo retired after 35 years of service to the City of Cambridge. After rising through the ranks, Anthony Paolillo was appointed Acting Chief of Police in 1981 and was appointed permanent Chief of Police in July, 1983.

Also retiring during the last year were Captain Henry Gallager, Captain Joseph Grainger, Captain Thomas Burke, Sergeant George Cummings, Sergeant Dominic Scalse, and Officer Patrick Shannon. All are to be commended for their years of outstanding service to the community and to the citizens of Cambridge.

In September, 1990, the Cambridge Police Department mourned the loss of Sergeant Alvie Gosby. He will be missed by all.

## Traffic & Parking

The Traffic and Parking Department's responsibilities include the managing of traffic, on-street parking, the resident parking program, the adjudication of parking tickets, the enforcement of the City's parking regulations, the installation, maintenance and collection of revenues from all on-street and off-street parking meters, the painting of all pavement markings, the fabrication, installation and maintenance of all signs, the operation of the Cambridge City Hospital Parking Facility and the installation and maintenance of traffic signals and warning beacons in the City. The Department is also involved in the implementation of the Clean Air Act through the Interim Parking Control Committee (IPCC).

To manage the flow of some 350,000 motor vehicles that enter and leave the City each day, the Department, through its public investment program, continues to upgrade its computerized traffic control system which controls the flow of traffic, as well as the speed of vehicles through our streets. This is accomplished through hardwire hook-up from the main computer located at the Traffic Department, to intersections throughout the city. Our initial survey of these systems have shown great improvement in the traffic flow over our main arteries, which can be converted into less pollution, less fuel consumption and safer crossings for pedestrians. This system will eventually have counting devices placed at strategic locations throughout the City, sending volume data to the computer which will analyze the information, and then adjust the traffic lights to accommodate the major flow of traffic.

These detectors will also give the Department up-to-date traffic counts that are needed for traffic studies required by the various city and state agencies.

Our on-street parking continues to be a high priority for the Department. Our main goal is to remove all commuter parking from our streets through the use of our resident parking program in the areas zoned residential and controlled parking, such as meter parking and time limit parking, with peak hour restrictions on other streets. It is our goal to complete this program through our public investment program within three to four years.

The Department has also upgraded its Resident Sticker Computer Program to better serve the citizens of Cambridge. The system is now controlled through the utilization and less down time than in previous years. We have and will continue to, through the media and mailings, encourage the use of mail to issue resident stickers and visitors permits. Mail issuance cuts down the number of people coming to the office during the peak months of December and January.

We have seen an increase in the use of mail from year to year, and we do expect more people to utilize this mailing process this year. The following is a breakdown of the number of transactions in one year for the resident parking program.

Through the cooperation of the Massachusetts Registry of Motor Vehicles the Department continues to utilize on-line Registry computers to better serve the residents of the City. This enable us to verify current Registry information concerning driver's licenses, motor vehicle registrations and Excise Tax related information.

| Type of Transaction | In Person | Mail  | Total  |
|---------------------|-----------|-------|--------|
| Senior Citizens     | 4,362     | 538   | 4,900  |
| Handicapped         | 166       | 15    | 181    |
| Resident Stickers   | 26,941    | 4,050 | 30,991 |
| Visitor Permits     | 18,549    | 5,091 | 23,640 |

During the prior fiscal year, the City accepted the provisions of Chapter 213, of the Acts of 1989, which gave the Department the responsibility for the ticketing and towing of all abandoned vehicles in the city. As an additional responsibility, a traffic investigator responds to complaints from citizens and other city departments on abandoned vehicles. After a vehicle has been declared abandoned, the owner has seventy-two (72) hours to remove the vehicle, or the vehicle will be towed and fined at the owner's expense. The goal of this program is to rid the streets of abandoned vehicles and to have the owners of the vehicles dispose of the vehicle in accordance with the law.

The following is a summary of the Abandoned Vehicles Program:

|  |     |
|--|-----|
| Complaints                               | 312 |
| Removed prior to ticketing               | 66  |
| Vehicles declared abandoned              | 246 |
| Vehicles removed by owner                | 216 |
| Vehicles removed by<br>Traffic & Parking | 30  |

### Source of Complaints

|                          |     |
|--------------------------|-----|
| Citizens Complaints      | 196 |
| Parking Control Officers | 87  |
| Police Department        | 15  |
| Public Works Department  | 14  |

On-street parking management is the combined effort of our twenty-six (26) parking control officers, traffic maintenance persons, who maintain the signage throughout the city, and our parking meter repair persons, who maintain the City's 2,900 parking meters. This combined effort enables motorists to park legally in well defined areas, and to have the opportunity to park in metered spaces that have a high percentage of turnover parking. This turnover insures that parkers will have an opportunity for short-term, inexpensive parking in business areas.

Meeting the demands of long term, off-street parking is accomplished through the management of 1,100 parking spaces at the East Cambridge Garage and 184 spaces at the Green, Franklin and Pearl Parking Garage.

During the past year, 1,400 crosswalks, 900 stop lines, and 150 miles of center and lane lines were repainted under the supervision of this Department.

During fiscal year 1991, the Department generated \$11,468,000.00 in revenue through the various functions of the Department. The operating budget of the Department was \$5,486,690.00.

## Police Review and Advisory Board

### Function of the Board

The primary function of the Police Review and Advisory Board is to provide for citizen participation in reviewing Police Department policies, practices and procedures. The impartial civilian board investigates citizen complaints filed against police officers as well as those brought by employees of the Police Department against the department itself.

### Mission and Objective

To increase the board's visibility and to continue to publicize the board's roles and functions by working closely with community groups and attending community meetings; to be available to the community, answering any questions or concerns regarding the functions, guidelines, and rules and procedures of the Board, and advising residents of their rights.

To develop an environment of trust, accountability and professionalism throughout the Police Department; to motivate superior officers and minimize abuse/police misconduct, and to hold individual officers accountable for their actions with respect to their superiors and the community.

### Community Outreach

To explore new ways to disseminate information on the Board's functions; to establish better relations and improve communications with the Police Department; to work closely with the new Police Commissioner and the City Manager, exploring ways to correct Police Department deficiencies.

### Advisory

To evaluate the Police Department's management practices. This includes methods to identify patterns of actions taken by specific officers as a means of monitoring, managing and controlling police abuse of citizens and violation of their rights.

To effectively and actively review allegations of police misconduct and the Police Department's management of its internal affairs complaint process; to monitor and promote the speedy resolution of use of force complaints.

To investigate and evaluate citizen complaints independently and to write independent reports focused on the police officer's actions and the effectiveness of the police department's internal review process; to investigate promptly all

complaints filed with the Police Review and Advisory Board and complete such investigations in accordance with the City Ordinance.

### Accomplishment and Achievement

The Board has begun to participate in the revision of the Police Department Operations Manual, and rules and regulations in conjunction with the new Police Commissioner and other staffs of the Department; it has made various recommendations to the City Manager and the Police Commissioner in matters concerning the department's policy.

The Board staff was actively involved in the City Council Civil and Human Rights Committee's efforts in reviewing and implementing the City's Affirmative Action Plan.

The Board made a recommendation to the City Manager and the Police Commissioner to revise/delete the Cambridge Police Department Operations Manual Chapter 6, Miscellaneous, Section V, Paragraph D, as a result of complaint #91-04.

The following are the types of complaints investigated by the Board:

- Excessive force
- Discourtesy
- Improper stop, detention, search, and seizure/arrest
- Inadequate investigation or improper police report
- Discrimination (race/color and national origin)
- Harassment
- Improper police procedures, and improper traffic citation or
- Police tow, and all other allegations concerning police misconduct not fitting into the foregoing categories.

During FY91, the Board received sixteen (16) new complaints. Of the sixteen (16) cases opened by the board during the past year, twelve (12) have been resolved. In addition, the Board closed four (4) complaints that had been filed prior to FY91. Moreover, the board has received numerous informal complaints of which were resolved informally or by administrative means. (Please note that often complaints are filed on more than one categories, such as failure to give name and badge number, discrimination, and improper citation. Therefore, the total number of complaints listed below exceeds the total number of complaints filed).

- |   |   |
|---|---|
| • Abusive behavior/threat               | 2 |
| • Failure to give name and badge number | 3 |
| • Used excessive force                  | 3 |

- Inadequate investigation 2
- Harassment/discrimination 4
- Discrimination (race/color) 4
- Refusal to take complaint 1
- Unprofessional behavior 3
- Improper traffic citation 1
- False police report 1

This year the City Manager appointed five new members to the board (full appointment was achieved in April, 1991). The new members are as follows: Louie Costa, Mid-Cambridge Section; Cosmo Cremaldi, Cambridgeport/Riverside Section; Dennis Kelly, Western Section; Marie Jo Luc, Northern Section; and Gina Milani, Eastern Section. They bring a variety of experience, diversity and valuable skills to the board. The Board elected Dennis Kelly, as the Chair and Gina Milani as Vice-Chair.

## Inspectional Services

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

All code inspectors from Health and Building Departments are under supervision of the Commissioner of Inspection Services.

This department is responsible for enforcement of all laws and City Ordinances which pertain to Massachusetts State Building and Sanitary Codes.

The Inspectional Services Department inspects residential properties for housing code violations; food service establishments for sanitary violations; and oversees in excess of one billion dollars in annual construction projects.

In addition, the department is self-supporting and collected close to one million dollars in revenues above budgeted operating costs for FY90. Departmental revenues have increased from \$248,000 (FY80) to \$1,360,041 (FY91).

The Inspectional Services Department has added a part-time Administrative Aide to act as a conduit to the Commissioner for information on inspection and Administrative Action within the department, and act as a liaison with other local agencies, state agencies, and local boards (Health Policy Board) for the Commissioner when required.

The department continues to strive to meet its short-term and long-term goals. Short-term goals involve the hiring of additional personnel to address the department's clerical, technical and inspection needs. The department's long term goal continues to be the need to provide opportunities to its staff for professional development.

## ITEM A

### Number of Permits Issued

|                           |       |
|---------------------------|-------|
| Building                  | 1,590 |
| Electrical                | 2,104 |
| Gas                       | 1,200 |
| Plumbing                  | 1,600 |
| Certificates of Occupancy | 280   |
| Appeals Zoning Cases      | 275   |
| Annual Builders Licenses  | 908   |
| Builders License Special  | 300   |
| Milk Licenses             | 570   |

## ITEM B

### Revenue

|                                   |         |
|-----------------------------------|---------|
| Building Permits                  | 859,731 |
| Certificates of Inspection        | 155,419 |
| Plumbing Permits                  | 68,991  |
| Zoning Appeal Filing Fees         | 41,220  |
| Certificates of Occupancy         | 17,414  |
| Gas Permits                       | 15,693  |
| Builders Licenses (Annual)        | 7,545   |
| Builders Licenses Special         | 2,694   |
| Private Bridge Air Rights         | 3,516   |
| Massage Establishments            | 7,150   |
| Milk Licenses                     | 6,886   |
| Retail Food Establishments        | 12,729  |
| Package Stores                    | 8,150   |
| Mobil Food Services               | 2,040   |
| Food Handlers Alcohol/Non Alcohol | 51,701  |
| Retail/Wholesale Bakeries         | 1,462   |
| Food Processors and Manufacturers | 1,748   |

## ITEM C

### Estimated Other Activities

|                              |       |
|------------------------------|-------|
| Plan Reviews Zoning/Building | 40    |
| Fire Department Referrals    | 315   |
| Court Hearings               | 1,200 |
| Places of Assembly Inspected | 2,200 |
| Complaints Received          | 5,800 |
| Special Reports              | 80    |

## License Commission

### Issuance/Enforcement

The License Commission, comprised of a chairperson, the Police Chief and the Fire Chief, is charged with the responsibility for issuing and enforcing food and drink, lodging, vehicle and certain miscellaneous licenses. During FY91, this board held several hearings on applications for transfer of ownership of various license categories and held disciplinary hearings for those licensees who had any complaints lodged against them. The License Commission has worked closely with other City departments including Community Develop-



ment, Human Services, Inspectional Services, and Traffic and Parking. During the past year, the License Commission has been responsive to both the resident and business communities by continuing its cap policy on liquor licenses in specific areas of the city, by continuing to work with major developments in the City, and by addressing traffic and noise problems connected to liquor establishments and large garages. The Commission at its public hearings always welcomes testimony from all affected persons. The Commission has been extremely busy in FY91 notwithstanding the "downturn" in the local economy; the rationale for this is that licensed businesses are doing more to maintain an acceptable profit level. Due to continual license activity, license revenue and license expenses increased in FY91.

**FY91 accomplishments include:**

Continued to work with the Taxicab Advisory Committee representing all those involved with or affected by the taxi industry. Taxicab rules and regulations were subjected to continual review.

Continued with an appeal at the State Alcoholic Beverages Control Commission (ABCC) concerning a 30 day suspension of a bar which, after written warning, still failed to take reasonable steps to reduce the chance of an employee or patron selling narcotic drugs on the premises.

Suspended a bar's license for 14 days, when the bar, after written warning and an out-of-court agreement, continued to exceed the occupancy level both requested by the licensee and approved by the License Commission. The matter is on appeal at the State ABCC.

Gave a written warning to a Law School "Inn" licensed as a lodging house, due to evidence of annoying, late-night nuisances caused by lodging house residents and guests.

Worked with other city agencies, three neighborhood groups and Harvard University to formulate an acceptable plan for a hotel at Quincy Square. This cooperative effort took place prior to the filing of the license application.

Worked with the taxicab industry in an attempt to get the State Department of Public Utilities (DPU) to favor cabs (which serve the residents, the elderly, and those of low-income) over out-of-town buses (which "specialize" in serving higher-income visitors to Cambridge).

Denied the transfer of a Cambridgeport non-alcoholic beverage pizza restaurant to a new site nearby. The transfer was denied at the request of the abutter to the new site; the abutter was concerned about the "nuisance" factor. Admittedly, there were several hundred patrons of this pizza shop which favored retention of the pizza shop in the neighborhood.

Continued policy of absolutely denying cab driver licenses to anyone convicted of a drug-related crime within the previous five years or of a crime of violence with the previous five years.

Implemented vote on two new "cap" areas: one in East Cambridge and one in West Cambridge. Each cap was instituted pursuant to a resolution of the City Council transmitted to the License Commission through the City Manager. Each cap also had the support of the local neighborhood association.

Implemented vote on a third new "cap" area—at One Kendall square and in the immediate area. This "cap" was instituted at the request of local neighbors.

Implemented new regulation of the License Commission requiring package stores to keep list of all persons to whom delivery is made at a home or dormitory. The goal of this regulation is to decrease the chance of an illegal sale to an underage person, especially an underage person at a dormitory.

Assisted transition of one drinking-oriented bar on Cambridge Street (near Inman Square) and another on Massachusetts Avenue (in North Cambridge) into family-oriented restaurants. Each transition enjoyed input from affected neighbors.

Assisted indoor skateboarding facility on Rindge Avenue in opening, and in providing younger people with a recreational outlet.

Due to concerns of local neighbors, imposed a midnight closing on an alcoholic beverage restaurant seeking a 2:00 a.m. closing in the Bay Square Building. The restaurant decided to locate in another part of Cambridge.

Along with three other departments, formed an inter-departmental task force to inspect each of the 200 "pouring liquor licenses" in Cambridge. Each licensee is being required to provide an accurate floor plan and to conform its occupancy levels and premises' description to what has been requested and approved.

Continued to work with Porter Square Advisory Committee on future of the old "Sears" Building in Porter Square and of the Porter Square "Arcade" at the corner of White Street and Somerville Avenue.

Worked with the Community Development Department and the East Cambridge Stabilization Committee on new liquor licenses for Canal Park and the CambridgeSide Galleria, and on a garage license for the CambridgeSide Galleria.

Revoked the liquor license of a bar on River Street due to proof that the bar's management was actively selling narcotic drugs on the premises. Successfully upheld this revocation upon appeal to the State ABCC. Assisted in the transition of the site of this bar, with a new license and a new owner, into a family-oriented restaurant.

Gave a warning to the liquor licensee at a bar where, as a first offense, the bar failed to take reasonable steps to reduce the chance of narcotic drugs being sold by a patron on the licensed premises. The matter is pending at the State ABCC.

Approved a new liquor license for a restaurant at the Alewife Center Garage.

Worked to get five unexercised, so-called "pocket" licenses exercised.

Suspended the liquor license of a private club for 3 days when said club, after a written warning, continued to open before 8:00 a.m. for the service of liquor.

Granted a nightclub a Closing Hour extension from 1:00 to 1:30 a.m., with a definite commitment to the local neighborhood that any after-hours violation or any license-caused nuisance would be immediately addressed.

Through the City Manager, implemented City Council Ordinance on Condom Vending Machines in Restaurants

and on Motor Oil Recycling Reports.

Worked with the East Cambridge Stabilization Committee and Northpoint landowners, and approved a multi-cultural, alcohol-free dance club for Northpoint.

Worked with the Community Development, Human Services, Rent Control, Inspectional Services, and Fire Departments to harmonize lodging-house license policies with city policies on Single-Room-Occupancy facilities.

Approved the conversion of a licensed lodging house into an alcohol-free, drug-free community residence in the Central Square area.

Approved change of location for the cinema planned for University Park, and approved a new Orson Welles Cinema for One Kendall Square.

Worked with the Law Department and Traffic and Parking Department to ensure harmony between licensing policies and policies of the Parking Freeze Committee.

Formulated licensing regulations on closed-in booths and on an unreasonably large number of extra chairs on premises.

Denied Hertz Corp. a license to maintain an office to lease cars due to unpaid parking tickets. Hertz owed the city \$138,402 in parking tickets.

Supported ordinance to raise taxicab meter rates and the value of elderly taxicab discount coupons.

Negotiated with liquor, food service, entertainment, hotel, and taxicab industries, and raised relevant license fees by 10%. Ten percent is about half of the inflation rate since the last license fee increase. Such increases ensure that licensees pay the full cost of licensing regulation, so that taxpayers never have to subsidize the regulatory expenses of the License Commission.

Received input from neighbors, businesses, and houses of worship and then approved the opening of Package Stores on the last two Sundays in December.

Approved plan to convert a nightclub on Route 2 to a function hall and restaurant. Worked with this nightclub to discontinue alcohol-free "underage" nights when they began to evidence problems.

Worked with Stolen Property Officer at Police Department to study need for new regulations of shops selling second-hand merchandise.

Worked with neighborhood group and a stage theatre in Harvard Square which was causing noise in the middle of the night as sets were broken down or set up.

Denied both a liquor license and a food service license at 201 Broadway due to evidence that the building's developer had promised neighbors that the building would have no restaurant. Case is pending both in Court and at the State Alcoholic Beverages Control Commission.

Adopted accepted rules of evidence in cases where a patron is complaining without corroboration about alleged disrespectful remarks by a licensee: The matter is placed on file and the licensee's future conduct is monitored. However, when corroboration was present, the Commission took action against the licensee which was acceptable to the complainant.

After reviewing the most recent environmental reports concerning the "Grace Site", approved the second license for a combination office/garage at Five Alewife Center.

In communication with the East Cambridge Stabilization Committee and in harmony with the Planning Board's review of River Court Development, approved a beer and wine package goods store for the Rogers Street side of that development.

Approved transfer of ownership of Fresh Pond Cinema to the Loew's Cinema chain, retaining all of the terms and conditions inserted into that cinema license at the request of the affected neighborhoods.

Heard evidence concerning request of Donut Shop at Prospect and Broadway for a license to convert from a "take-out only" to a restaurant permitting on-premises consumption. Matter is pending with the License Commission.

Along with approximately 100 other licensing professionals throughout the state, continued to work with the Massachusetts Association of Local Licensing Officials (MALLO) in order to promote licensing education and other common interests.

Won the court case on behalf of a non-profit club licensee which was approved by the Commission to become a commercial restaurant but which has been denied similar approval by the State Alcoholic Beverages Control Commission.

Worked with the City Manager, Community Development, Traffic and Parking and Inspection Services Departments to improve and maintain the computer system for the tracking of significant commercial developments and for the harmonious and coordinated regulation of these developments.

Supported legislation at the State House which would have out-lawed the current practices in Boston of arresting Cambridge cab drivers suspected of picking up fares illegally and of removing the cab drivers' taximeters.

Won a court case where the License Commission had ordered a lodging house licensee to sell the license and lodging house due to the licensee's harassment and intimidation of the tenants.

Worked with developers, other city agencies, and with the cab industry to get Cambridgeside Galleria and the Inn at Harvard to provide cab stands on private property due to lack of available space in the public way.

Worked with the City's Cable Office to plan videotaping of an anti-drug seminar which the Commission would make all prospective licensees view.

All existing licensees were directed to attend a "live" anti-drug seminar in FY90.

Continued support for home rule petitions which would confirm the Commission's authority (a) to cap the number and occupancy levels of liquor licenses in certain geographical areas, and (b) to push back the opening hour of package stores in areas plagued by openly intoxicated persons in the early morning.

Held several disciplinary hearings on liquor licenses for staying open after hours, on over occupancy, serving underaged persons, making misrepresentations to the Commission, music noise, patron noise, patron rowdiness, and car alarms constantly going off in a licensee's parking lot. Imposed penalties and remedies as appropriate.

## Consumer Commission:

The Commission works in cooperation with the Attorney General of the Commonwealth to mediate individual consumer/business disputes to eliminate the need for either party to go to court to resolve the conflict. The staff also is watchful to any trends in the marketplace that may call for direct legal intervention by the Attorney General. Using the experience and information gained from the hundreds of individual complaints filed each year by area residents, the Commission can be an informed voice offering suggestions of needed legislative change offering better consumer protection on the local or state level.

The staff of two full time employees will again be augmented by a full and a part-time person in FY91 due to the receipt of an Attorney General grant of \$39,220 to provide services to Boston residents in addition to the \$20,280 given to serve Cambridge Elder Services. This consumer protection program makes the extensive use of area college students as dispute mediators at no cost to the City.

For the calendar year of 1990, this office handled six thousand telephone calls and mediated over two thousand written complaints from area consumers. Over \$300,000 in savings or refunds were realized by these consumers as a result of the Consumer Commission's intervention.

## Weights & Measures

Weights and Measures is charged with the responsibility to ensure that equity and fairness prevails between buyer and seller in determining the quantity of goods involved in all business transactions in the City of Cambridge. The department enforces all laws, ordinances, and regulations relating to the accuracy of weight and measuring devices used by local business establishments.



**Deputy Sealer Francis Tobin shown testing gas pumps at local service station.**

It is the function of the weights and measures department to see that equity prevails between buyer and seller, within the City of Cambridge, on determinations of quantity of all goods, wares and merchandise. It is the duty of the department to perform work involved in the enforcing the General Laws of Massachusetts, ordinances and regulations

relating to the accuracy of weighing and measuring devices and the weight, measure, and count of commodities offered for public sale, and in sealing or condemning of devices tested; to perform such work in accordance with state laws and regulations or municipal ordinances, and subject to review through reports to, and periodic check by representatives of the State Division of Standards; to inspect prepackaged food and merchandise for compliance with weight, measures and count requirement and for proper labelling as to weight measures and extended price; to investigate complaints of short weight, measure and count; to seize unsealed weighing or measuring devices or those not conforming to legal standards; to testify in court; to check transient vendors for possession of license, and to inspect weighing and measuring devices used by such vendors for evidence for prior testing and approval; to give advice to merchants relative to packaging and labelling goods; to solicit and maintain the understanding and cooperation of merchants and the general public. This department will use "Handbook 44" promulgated by the National Institute of Standards and Technology on specifications, tolerances and other technical requirements in its testing procedure on weighing and measuring devices.

The following devices were tested and sealed during FY91:

|   |            |
|---|------------|
| Scales sealed                             | 702        |
| Scales adjusted                           | 52         |
| Weights sealed                            |            |
| Avoirdupois                               | 281        |
| Metric                                    | 218        |
| Troy & Apothecary                         | 181        |
| Gas pumps sealed                          | 376        |
| Not sealed                                | 11         |
| Taxi meters sealed                        | 348        |
| Vehicle tanks sealed                      | 18         |
| Inspection of commodities put up for sale | 5,314      |
| Fuel oil certificates                     | 188        |
| Unit price inspections                    | 72         |
| Peddlers inspections                      | 37         |
| Gasoline inspections                      | 584        |
| Miscellaneous inspections                 | 166        |
| Sealing fees collected                    | \$9,969.50 |

Note: This department has purchased vapor recovery adapters for our 5 gallon test measures in accordance with the new vapor recovery regulations of the EPA.

## Electrical

The goal of the Electrical Department is to provide services to all city departments for electrical maintenance and construction, telephone and radio communications, and burglar and fire protection. For the public sector the department provides street and park lighting, public access for emergency alarms for Police response in various park locations, and Fire and Medical dispatch.

## **Administration**

This office is charged with the responsibility of all personnel records, payroll, purchase orders, accounts receivable, accounts payable, reports, and receives about 6500 telephone calls per year for service. The City Electrician, and one secretary provide these services with the support of the Assistant City Electrician, Chief Fire Alarm Operator, and the Foreman of Signal Maintenance.

During 1991 this office completed the installation of a new city wide telephone system consisting of 2200 lines and 1875 telephones, and maintained and repaired the 6000 street lights. During the Fall and Spring neighborhoods five, three, two, and one were converted to sodium vapor lighting making overall improvements in lighting levels of all streets in these areas.

## **Fire Alarm**

The Chief Fire Alarm Operator and the 12 Fire Alarm Operators are responsible for dispatching fire Department personnel and equipment to emergency calls for fire, medical, hazardous materials, chemical spills, and other related emergencies.

This year all personnel in this division received training in medical dispatch, triage, certification in CPR, and instruction for life-saving over the phone. This program and training has been proven successful in numerous situations when the calling party for a medical emergency was willing to accept instruction in CPR or other life saving techniques that resulted in saving a life while emergency personnel were in route.

This office responded to more than 1200 emergency calls, which resulted in immobilizing more than 40,000 pieces of emergency equipment.

## **Signal Maintenance**

This division consists of three Signal Maintainers and one Foreman and was responsible for the operation of the municipal fire alarm and police boxes, and testing, maintenance and installation of fire protection systems in public buildings, and new equipment was installed in four fire stations that allows signals to be sent to stations responding to emergencies.

## **Electrical**

This division consists of six Electricians and is supervised by the Assistant City Electrician. This division responded daily to calls for maintenance of electrical systems and devised, provided maintenance of lighting in all parks and recreational areas, installed wiring for data processing equipment at various office locations, improved lighting outside Neville Manor Nursing Home, wiring for new equipment at the Water Department's treatment plant, and provided wiring and lighting in office locations that underwent renovations.

## **Radio**

This division consists of one person that manages the installation of radios and repairs for the city wide radio system, and the Police radio system. The combined systems account for 554 radios and five radio systems. It is also responsible for the installation and repair of sirens and light systems on emergency vehicles.

## **Emergency Management**

The Cambridge Emergency Management Department is the primary agency in Cambridge to plan for natural and man-made disasters and coordinate the response to such disasters. It is the local counterpart of the Massachusetts Emergency Management Agency and the Federal Emergency Management Agency. These agencies work closely with the Cambridge Emergency Management Department in 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 51 entities in Cambridge licensed to possess and use radio-nuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 29 laboratories licensed to perform biogenetic work using Recombinant DNA. It is not certain how many companies and institutions maintain stocks of hazardous chemicals; but, based on data from the U.S. Environmental Protection Agency and the Massachusetts Department of Environmental Quality Engineering it appears that about two to three hundred locations in Cambridge could present such risks.

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

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

The computer located at the Emergency Management Department office is also able to access the FEMA IEMIS computer which provides excellent computer graphics to

perform plume trajectory and puff dispersion modeling of hazardous material spills. Plume trajectory modeling is also performed using the ALOHA algorithm contained with the Cameo hazardous material database program. In addition The IEMIS system also provides NOAA weather data on line 24 hours a day. All units can access the CHEMTREC data bank for chemical information relating to material spill emergencies.

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

The Emergency Management Department also provides leadership to the Cambridge Auxiliary Police Department and the Cambridge Auxiliary Fire Department. During the past fiscal year, the auxiliary fire department volunteers were provided with new turnout gear (coats, boots and helmets) to protect them while they are serving at fires and other emergencies.

The department also works closely with the South Middlesex Hospital Association in planning for mass casualty incidents and coordinates an annual mass casualty disaster drill in cooperation with the South Middlesex Hospital Association.

## Public Works

The Department of Public Works (DPW) continued to perform its many and varied functions throughout fiscal 1991. With 239 employees and a budget of 16.8 million dollars, the DPW provided essential services to the citizens of Cambridge. The responsibilities of the Department include maintaining over 125 miles of streets, 200 miles of sidewalks, 107 parks, playgrounds, and recreation areas, 18 public buildings, 223 miles of sewer, 3,200 catchbasins, records of over 86,000 burials, collection of over 40,000 tons of rubbish and recyclable materials, maintenance of close to 200 vehicles and 15,000 trees.

The DPW is also responsible for snow and ice removal, enforcing litter, rubbish and sewer ordinances, engineering for City projects, public building construction and maintenance, 24-hour emergency services, and a recycling program.

Before listing the responsibilities and FY91 accomplishments of each of the functional divisions within Public Works, the management of the department would like to state what we consider to be the major accomplishment of FY91: the completion and dedication of the refurbished garage, which has been renamed The William P. Ryan Maintenance and Operations Facility. This facility was dedicated to Commissioner Ryan who devoted 38 years to the Public Works Department, starting as a laborer and rising to the position of Commissioner in 1990. William Ryan passed away in March of 1991.

The Administration Division is responsible for insuring that the Public Works Department functions as a cohesive

unit. Major responsibilities of this division include policy development, personnel and fiscal administration, budgeting, recordkeeping, public relations, and computer operations.

During FY91, administration concentrated its efforts on a number of issues, including both the use and abuse of sick leave and the ongoing overtime issue. For FY90, sick leave amounted to 21,472 hours at a cost to the department of \$274,142. For FY91, sick leave dropped to 19,557 hours at a cost of \$268,779. This was a 9% decrease in sick leave hours. Through the use of monitoring sick leave more closely and the issuance of both congratulatory and "need for improvement" quarterly letters, administration is beginning to gain better control of sick leave abuse. There is still improvement in this area and FY92 promises even stricter controls.

The ongoing overtime issue is an effort to control expenses while still providing essential services (particularly during stormy conditions) to the citizens of Cambridge. Overtime hours for the department dropped from 33,301 hours in FY90 to 24,408 hours in FY91. This was a 26.7% decrease in the amount of overtime hours for fiscal 1991.

Automation continues within the Administrative Division. Five new Digital CRTs and printers for quicker, on-line access to information have been added. The DPW is striving to be a more responsive Department, both to the citizens of Cambridge and to other City Departments. We also have added a new IBM pc with corresponding software, which will allow staff to do in-house brochures, newsletters, and reports. Over the long run this will save the Department in time and expense. During fiscal 1991, the staff developed more comprehensive reporting capabilities (e.g., recycling, rubbish dumping, and fuel expenditure information) which assisted DPW management in the decision-making process.

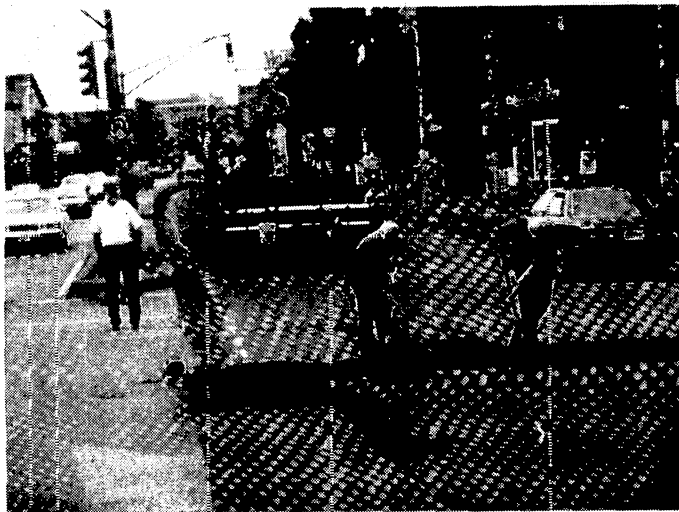
The Business Service Division continues to provide Public Works with essential services, such as purchasing, bill payment, contract administration, operating and capital budgeting, personnel and payroll record keeping. The personnel within this division do an outstanding job each day. During FY91, they continued to write purchase orders, track all purchases and payments, monitor both the operating and capital budgets, keep track of all employee records, both personnel and payroll, and interact daily with outside vendors, other City Departments and DPW personnel.

The Engineering Division provides specifications, designs, inspections and quality control for the Public Works Department and other Departments throughout the City. Engineering provides many and varied tasks for both the public and private sector: from street line information to surveyors, sewer information to owners and drain layers, court appearances as needed, fence disputes with neighbors, keeping the records of sewer connections, and maintaining street address changes.

The Engineering Division is presently focusing on putting many of its applications on the computer. During FY91, the division acquired an IBM computer, digitizer, and plotter to improve the division's capabilities in establishing more accurate record keeping, quicker and better design, improved drafting capabilities and improved specifications. In addition, the computer update will enable the engineering group to realize their long-term goal of establishing a City-wide

pavement management program, including a computer managed inventory and a non-political evaluation of the streets.

FY91 accomplishments included construction work on Sargent Street, Ash Street, Loomis Street, Griswold Street, Davenport Street, Upland Road, Washington Street, Hollis Street, and Rice Street. The engineering staff worked on thirty subdivisions for the assessors' office, six radius plans for citizens appearing before the License Commission, four Boards of Survey, two fence views and fifteen fence view consultations, prepared ten contract specifications, and monitored work on nine different projects spanning roadway construction, tree planting and fencing of City properties. Roadway and sidewalk construction alone exceeded \$1.3 million dollars.



**Hot topping Massachusetts Avenue in North Cambridge.**

The Construction Division is a multi-faceted operation that provides a wide range of services to the citizens of Cambridge: sidewalk and street repairs, the resetting of granite curbing, installing new curbcuts, responding to pothole defects, and the constant servicing of support requests which are generated from other City Departments.

The accomplishments of the Construction Division during FY91 consisted of rebuilding the area surrounding the Harvard Lampoon Building, including sidewalks, streets, curbing and, with the assistance of the City Arborist, the planting of trees for its dedication as Freedom Square; the installation of 52 curbcuts and driveways under City Council orders; and the use of over 500 tons of asphalt and 300 cubic yards of concrete for over 2,000 requests related to repairs on streets, sidewalks, public parks, lots, and recreation areas. The division worked closely with the Water Department in repairing over 200 street openings for water-line repair. Under its permit responsibilities, the division issued 1,418 permits, including 709 for street obstruction, 275 for excavation, 423 for the gas company and 111 for other utility companies.

This division also provided a wide range of support services for other City Departments. Examples of this support included The Cambridge Municipal Golf Course where, in conjunction with the City Manager's Office, extensive excavation and preparation work was done for a new patio; the installation of 55 new permanent litter baskets

in the Central Square area, and the demolition of Fillmore and Kennedy School Parks, which was accomplished while working closely with the Community Development Department.

Finally, there was a comprehensive infra-red street repair program. Portions of roadways in need of repair were heated, loosened, and reconstructed. Over 20,000 square yards of road, including most of the Harvard Square Tunnel was resurfaced during FY91.

The Street Cleaning Division is responsible for maintaining clean public ways through a contractual street sweeping operation from April through November. During FY91, two contract sweepers were used to clean both residential streets and major City squares. This is augmented by the division's own workforce which consists of sixteen employees and several pieces of equipment, including 11 hand-held vacuum cleaners. Approximately 800 curb miles were cleaned per month while approximately 5,000 tons of street refuse was picked up. During FY91, all City streets were swept once a month and all squares were swept and cleaned, either early in the morning or on weekends or, in some cases, both.

In FY91, the Street Cleaning Division added a supervisory position to better oversee the daily litter pickup and the cleaning of the squares. The DPW litter trucks operated seven days a week and the street cleaning division did an excellent job of litter control.

The enforcement unit began issuing warnings and fines for violations of the City of Cambridge ordinances pertaining to the litter laws. This program will continue in order to help keep Cambridge a clean and attractive City.

Notice of the sweeping schedule is given to all residents applying for their residential stickers in November and are also available on the public counter in the DPW's Hampshire Street office.

In FY91, 14" of snow precipitation was recorded compared with 45.2" in FY90. A total of \$166,709 was spent for material, equipment, contractor, and overtime costs. There were six recorded storms between 12/28/90 and 03/11/91, the heaviest amount of precipitation fell between 01/11/91 and 01/13/91, when 8.5" of precipitation was recorded. The DPW used 989 tons of sand, 1,417 tons of salt, and 4,223 gallons of calcium chloride in the snow fighting efforts. The increased use of calcium chloride and the reduction in the amount of salt used will have a positive impact on the environment and road surfaces. Calcium chloride is less abrasive and less damaging to the environment and road surfaces than salt.

The Division of Sanitation has the responsibility of collecting and disposing of solid wastes from dwelling units, commercial establishments and municipal buildings within the City. During FY91, the City collected and disposed of 38,281 tons of rubbish. This was 5.3% less tonnage than was collected in FY90, when 40,424 tons of refuse was collected. The downturn in the economy and the success of the Cambridge recycling program have had a combined effect in the reduction of refuse collected. The Sanitation Division used quite a number of seasonal laborers to work with the regular workforce during FY91. This was in response to the limited hiring of new personnel and the corresponding effect of the reduction of the workforce



through attrition. Also, during FY91, there was a dedicated effort at maintaining a schedule of cleaning all rubbish trucks in order to present a cleaner image of the Sanitation Division.

During FY91, the City of Cambridge Litter Ordinance was enforced which mandated that rubbish should be placed out for collection no earlier than 3:00 pm on the day prior to the regular scheduled pickup day. This ordinance was established to assist in keeping the City clean of litter and to protect the health and safety of the citizens of Cambridge. In conjunction with this ordinance the waste management inspector, who is also the Public Works enforcement officer, issued 440 warning notices of early placement of rubbish as well as 126 actual fines of \$25.00 each. This program of the issuance of warnings and fines will continued due to the negative environmental impact on the community of strewn and uncontrolled garbage.



**Cambridge City Manager Robert W. Healy and Recycling Coordinator Jan Aceti launch Cambridge curbside recycling program.**

The Cambridge Recycling Program continued in full stride in FY91. The recycling drop-off program started in June 1989 continued through FY91. After expenses, net trash disposal fees avoided during FY90/FY91 due to the drop-off totaled \$75,579. In April 1991, the drop-off operation was upgraded from one day a month to a four day a week operation located permanently in the Public Works Yard and staffed by a paid monitor. The new system reduced wait time for residents from an average of 45 minutes to a maximum of 5 minutes to drop off recyclables.

In preparation for the recyclables curbside collection program to begin on July 15, 1991, the DPW assisted the City Manager's Office in preparing the Mandatory Recycling Ordinance for passage by the City Council; preparing the Request for Proposals for curbside recyclables collection; and evaluating the proposals and selecting a contractor. The DPW also took a key role in preparing a grant proposal to the Mass. Dept. of Environmental Protection which resulted in a grant of 22,000 household recycling containers and two 40cy roll-off containers, for a total value to over \$100,000.

DPW recycling staff also arranged for delivery, storage and distribution of 25,500 household recycling bins, and

trained DPW clerical and radio tower staff to respond to calls from the public during program startup.

DPW recycling staff, in conjunction with volunteers, carried out a City-wide publicity campaign to inform and educate residents about the upcoming curbside recycling program. The campaign consisted of: development of a theme through a City-wide logo contest; distribution of 1,500 bumper stickers, 2,000 pins, and 1,000 storefront posters; numerous articles in 7 local newspapers; Public Service announcements sent to radio stations; 5 street banners put up at major intersections; banners put up in stores operated by 4 supermarket chains; displays installed in all Cambridge Post Offices and libraries; an announcement in the June Commonwealth Electric bill mailing; announcements on cable TV bulletin boards and the presence of recycling staff on two cable TV shows; bookmarks distributed to all elementary school students; development of a Speakers' Bureau, which gave 20 presentations to groups in Cambridge; information tables staffed at seven festivals in the City; a direct mail invitation sent to all 25,500 curbside households to attend 5 neighborhood meetings on curbside recycling, which attracted a total of 1,00 people, and featured an informational slide show prepared by staff and volunteers; development of a how-to brochure for direct mail to 25,500 households; translation and printing of a how-to brochure in Spanish, Creole and Portuguese for distribution through ethnic advocacy organizations; a recycling hotline; and signs on City trash trucks and City Hall lawn.

There are some other important facets of the FY91 recycling program:

- An original database of some 450 volunteers was expanded to nearly 700.
- A waste oil collection tank funded by the MWRA was established in the Public Works Yard in January, 1991 and 1,082 gallons of oil had been collected as of June 1991.
- An office paper recycling program was established in most City offices in April, 1991.

Volunteer committee members thoroughly researched apartment building and commercial recycling programs throughout the country in preparation for implementing such programs in Cambridge. Advisory committees of building owners/managers and business people were established and met with staff and volunteers. Staff and volunteers made presentations to the various business associations. The Advisory Committee on Environmentally Desirable Practices held a Recycling and Waste Reduction Forum for Businesses at Harvard University that attracted over 80 people.

The Parks and Forestry Division maintains 107 parks, tot lots, playgrounds, islands, and over 15,000 trees throughout the City of Cambridge. Major responsibilities of the division include litter pickup, grass cutting, irrigation maintenance, marking of fields, landscaping throughout the City, and tree pruning. The division also is involved in moving for various City Departments. During the winter



months personnel from this division are involved in snow removal of sidewalks from all parks, schools, intersections, parking lots, and crosswalks. Finally, the Parks and Forestry Division is responsible for overseeing twenty of the largest and most heavily used parks which are contracted out for major landscaping and maintenance from April to November.

During FY91, the Parks and Forestry Division was involved with the demolition of Fulmore and Kennedy Playgrounds for renovation purposes. New fences were constructed at Tobin, Comeau, Lindstrom, Donnelly and Hoyt Fields. A major project during FY91 was the removal of stone dust from Donnelly Field and replacing the stone dust with regular infield mix. This replacement of stone dust was also performed at several other ballfields throughout the City. The division implemented a daily system to respond to requests for service and complaints which are prioritized according to public safety standards, and the remaining are then answered in the order with which they were received. In addition, a tree pruning schedule was devised on a rotating basis by street as needed. During FY91, a slice and seed machine and an aerator were purchased for the maintenance of the ball fields.

The Forestry component of the Parks and Forestry Division had a very productive year during FY91. The systematic program of pruning, planting, removing, and general care of the Cambridge mature urban forest was continued under the direction of the City Arborist. With the addition of a new computer system, a better method of scheduling personnel and increased productivity was achieved. During FY91, the Forestry's personnel pruned over 3,500 trees City-wide. They also provided extensive arbor-cultural care to the Cambridge Municipal Golf Course, the Cambridge Cemetery, and the Cambridge Water Shed. During FY91, the Public Planting Committee reviewed the planting of Charles Park, Harvard Inn, DeWolfe Street and several other City planting improvements. The Committee also worked cooperatively with the division in maintaining the "client tree purchase program" which was once again a success. There were over 150 new public shade trees planted along streets and avenues of Cambridge.

The Cambridge Cemetery Division continued to improve its operations during FY91. This division is responsible for graveside preparation, burial services, and effective grounds and building maintenance programs within the Cambridge Cemetery's 662 acre site located at 76 Coolidge Avenue.

During FY91, the cemetery chapel and garage renovations were started. Renovation of the historically unique chapel will allow it to be converted to other uses while the lower garage building will be used for equipment repair and storage. Three road areas were removed to make space for additional graves. The fence contract was completed. This helped to give the cemetery more defined borders. Weed control and monument repair contracts were implemented. These programs helped in controlling weeds, especially around headstones and trees and in cutting down trimming. The beautification of the cemetery was continued in FY91. Trees and bushes were planted and extensive pruning was done to enhance the overall appearance of the cemetery. The overall goal of the beautification project is to ensure that the cemetery is viewed as a park site, with its large open

area of green space and its diversified variety of trees, plants and shrubs, as well as a burial ground.

Activity at the cemetery during FY91 focused on the sale of 133 lots and graves along with 404 burials, construction of 149 foundations and the addition of 179 perpetual care accounts. Cemetery revenue for the fiscal year amounted to \$298,650.00. In maintaining the cemetery the work crews used 500 yards of loam, 1,000 pounds of grass seed, two tons of fertilizer, and 2,800 assorted plants. The cemetery purchased two "green machine weed whackers," one side discharge 72" cutting deck for a Toro tractor, and two leaf mulching attachments for riding mowers.

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

During FY91, accomplishments in the carpentry area included: a complete rehabilitation of the structural supports, flooring, doors, and window framework for the Cambridge Cemetery Chapel; complete rehabilitation of the basement of the Inspectional Services Department, including new walls and doors; and major carpentry work at City Hall Annex, Police Station, Fire Stations, Libraries, and Teen Centers. Accomplishments in the plumbing area included: installation of reduced pressure backflow preventative devices throughout the Water Department and Neville Manor; replacing aging heat pipes at City Hall Annex; replacing oil tanks in various Cambridge fire stations; new plumbing within the Cambridge Cemetery Chapel; and the clearing of several drains at various City buildings, including City Hall, the Coffin Building, and the East Cambridge Parking garage. Accomplishments in the area of painting included: major paint jobs at the Police Station, City Hall, DPW offices, Gately Shelter, and the William P. Ryan Maintenance and Operations Facility. The sign shop accomplishments included spending many hours making and lettering signs for the Mayor's Office in promoting community events, signs for charities, park and square dedications.

The Building Operations and Maintenance Division also spent many work hours in helping other City Departments move office furnishings and placing and picking up pedestals for traffic and construction activities.

The Building Construction component of the Public Works Department includes the City Architect and the Superintendent of Construction and Public Buildings who oversee the designer selection process and subsequently, the public bidding, award, and administration of capital construction contracts. During FY91, the following construction contracts were completed: the renovation of Engine Co. No. 4 in Porter Square (\$920,000); the third phase of the Public Works Garage renovation (\$560,000); the new standing-seam copper roof at Police Headquarters (\$171,000);

exterior masonry repairs, and the installation of women's lockers and showers at Police Headquarters (\$150,000); and replacement of the slate roof at the Cemetery Chapel (\$38,000).

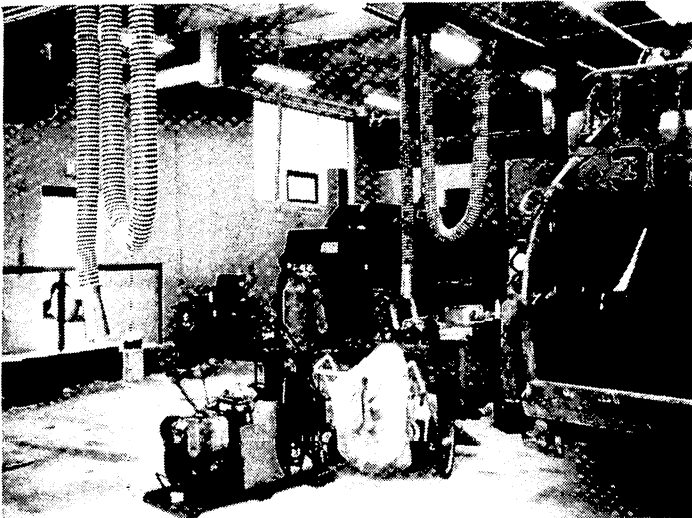
Currently, a number of construction projects are in progress including: restoration of Fire Headquarters, including window and overhead door replacement, roof repairs, and installation of a new heating system (\$750,000); completion of the interior renovations in the Cemetery Chapel (\$20,000); repairs to the exterior masonry and roof replacement at City Hall Annex (\$250,000); and the addition of handicap access at the War Memorial and Main Library (\$120,000).

Several projects are in the design development stage. Interior work at Gately Shelter will include painting and floor materials and a fitness room is underway at Police Headquarters.

The Area 4 Teen Center following intensive community participation is now being prepared for bid. Construction will begin in late 1991 and will be completed a year later.

The current project at City Hall is the most ambitious ever undertaken on this building and will include life/safety improvements in the form of two properly enclosed exit stairs and full fire/smoke detection, development of the fourth floor for additional office space and critical HVAC work. In addition to being listed on the National Register of Historic Places, City Hall has now been designated as a Landmark and must be treated with particular care.

The Vehicle and Maintenance Division is responsible for the scheduled maintenance, repair, and emergency services for over 200 City-owned vehicles, including cars, pickup trucks, heavy equipment trucks, rubbish packers, and construction equipment, such as payloaders and backhoes. This division also develops written specifications for the purchase of new cars, trucks, and heavy equipment.



**Public Works vehicles being serviced inside the newly refurbished William P. Ryan Maintenance and Operations Facility.**

For FY92, the major accomplishment of this division was the completion and dedication of the completely refurbished garage. This facility is now named the William P. Ryan Maintenance and Operations Facility. The dedication of this

facility was in tribute to the late Commissioner, William P. Ryan, for his many years of faithful service to the Department of Public Works. The newly refurbished facility has a much brighter look, a clean, modern shop and improved utilization of space.

During FY91, the Vehicle Maintenance Division accepted 2,782 jobs of which 1,835 or 65.8% were either emergency or unscheduled. There were 952 repairs or 34.2% which were scheduled repairs. The sanitation division of the DPW accounted for a majority of vehicle repairs accounting for 787 repairs out of the 2,782 total. Tire replacement was the biggest source of repairs accounting for 422 of all repair orders. This is largely due to the rubbish packers picking up nails and other debris at the dumping facility.

There were two important goals initiated during FY91. First, a revised comprehensive parts inventory program was started. This is expected to be completed during the early part of FY92. Second, the need for a preventative maintenance program was realized and efforts were put in motion to try and develop a workable preventative maintenance program. The goal will be to reduce the costly expense associated with numerous emergency repairs and extended downtime hours.

Several vehicles and equipment were purchased at a total cost of \$213,465 during FY91. Leading the list were two rubbish packers and three dump trucks. There were also 10 calcium chloride tanks purchased this past year. This added storage capacity will enable the DPW to use added liquid calcium chloride in its efforts at keeping the streets free from ice and snow while concurrently reducing dependence on salt, which is more abrasive to road surfaces and less environmentally sound.

The Off-Hour Services Division once again provided the DPW with continuous around the clock 24-hour response on a regular and emergency basis. During FY91, this division responded to initial after hours sewer complaints, fallen trees and tree limbs, litter pickup, building surveillance and, in conjunction with the Police and Fire Departments, the clean-up of accidents. The importance of this division is their ability to respond rapidly to City-wide emergencies.



**Sewer replacement — Essex Street and Bishop Allen Drive.**

## Community Development

The Sewer Division was kept very busy during FY91 responding to 655 emergency calls. These calls ran the gamut from sewer emergencies to blocked catchbasins to failed pump stations, to bad odors, and noisy manhole covers. In addition, the maintenance crews cleaned 1,793 catchbasins. There were 20 Boston traps installed along with 26 sewer repairs, 40 catchbasin repairs, and 2 manhole repairs.

The City has an ongoing sewer separation program; the goal of this program is to eliminate or reduce combined flows and their overflows into the Charles River and Alewife Brook. Construction under Phase VI, Contract I, could begin as soon as April, 1992. During FY91, contracts were awarded to the Cherry Pines area of Cambridge in the amount of \$399,080 for sewer separation and \$227,155 for remedial reconstruction of sanitary sewers, combined sewers, and storm drains throughout the City.



**Sewer replacement — Prospect Street at Bishop Allen Drive.**

The Sewer Division continued to measure the precipitation outfall through the computerized combined sewer overflow monitoring program. This was our second full fiscal year of recording computerized data. During FY91, the outfall monitoring system recorded 97 events at 10 outfalls for a total of 58,679,414 gallons of discharge. This was divided as follows: 29 events totaling 8,453,905 gallons of discharge flowing into the Charles River Catchbasin, while 68 events totaling 50,225,509 gallons of discharge flowed into the Alewife Brook. The number of events and total gallons of discharge are still considerably less than what was projected originally by the MWRA computerized model for the City of Cambridge.

All of the efforts of the Sewer Division are centered on improving the environment by reducing the outfalls in the Charles River and Alewife Brook, controlling flooding during heavy rains, and providing a healthy environment with respect to wastewater management for the City of Cambridge.

As the agency responsible for planning for the City's built environment, the Community Development Department (CD) plays an important role in guiding growth and future change in Cambridge. Our goal is to enhance the overall living environment for the City's highly diverse population by planning and managing physical change as effectively and competently as possible. In particular, we seek to achieve this goal by preserving and developing affordable housing, controlling growth and mitigating the negative consequences of growth, strengthening the commercial vitality of commercial and business districts and preserving and strengthening the character of each neighborhood.

To realize these planning initiatives, the department is organized into function oriented components to best utilize staff and fiscal resources. In FY91, the City's community development efforts were implemented by a 43 member staff, who administered in excess of \$11.2 million in Federal and State funded projects including the \$2.8 million Community Development Block Grant Program. In addition, in FY91 staff coordinated more than \$2.6 million of City funded capital improvement projects.

Implementation is achieved through a close working relationship with the City Council, the Planning Board, citizen groups, other city departments, government agencies and the business community. The Department's ongoing commitment to the City's numerous housing, neighborhood planning, open space, zoning, transportation, employment, economic development and energy program activities was reflected in the breadth of its FY91 agenda.

### Housing

The Housing component continues to plan and support a variety of programs to realize the City's strong commitment to the preservation and creation of affordable housing. The allocation of a significant portion of the City's Federal Community Development Block Grant monies (\$1.5 million in FY91) has provided a solid base of support for housing programs directed primarily to Cambridge residents with low and moderate incomes. The major components of Cambridge's housing efforts include the rehabilitation of the existing stock, the development and expansion of homeownership opportunities, encouraging nonprofit ownership of affordable rental housing, and expanding the City's range of supported housing options.

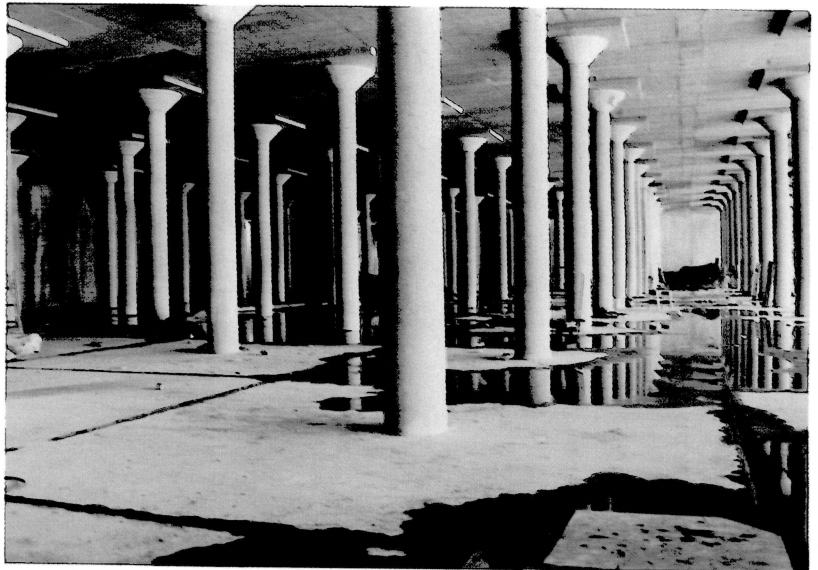
In FY91 the Housing Component:

- Established an Expiring Use Task Force to develop plans to preserve the 1550 Cambridge housing units facing the expiration of use restrictions that protect affordability;
- Obtained commitments from four local lenders to provide \$4 million in below market funds to support the development of non profit-sponsored affordable housing developments;

# RECONSTRUCTION of PAYSON WATER STORAGE



November, 1989 — The Payson Park Reservoir providing uncovered treated water to the city before construction began in the North Basin.



May, 1990 — Interior view of the new North Tank.



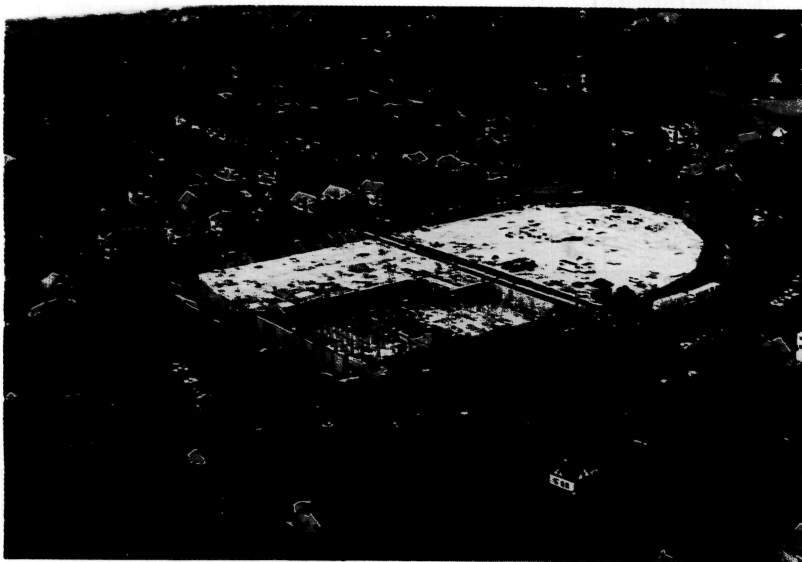
July 1991 — Newly covered tanks in both basins backfilled and ready for use.

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# N AND COVERING the N PARK GE RESERVOIR



**March, 1990 — Construction of the North Tank being performed while the original South Basin was still providing uncovered treated water to the city.**



**November, 1990 — The new North Tank on line providing protected treated water to the city while construction continues on the South Tank.**

bridge  
achusetts



**September, 1991 — View of the gatehouses after installation of sod and final landscaping.**



- Continued to provide staff support to Cambridge's Affordable Housing Trust which has, since FY90, committed \$636,000 to nine projects (comprising 54 units, 114 rooms and 10 beds), leveraging an additional \$6.5 million of investment;
- Sponsored a model conversion of a three unit rental building in West Cambridge to limited equity condominiums;
- Completed a six unit new construction limited equity townhouse development on a formerly city-owned site. This project also leveraged a State grant of \$90,000 to rehabilitate an adjacent park;
- Rehabilitated 135 units in 66 owner-occupied buildings under the City's Home Improvement Program, which assists low and moderate income owners, particularly elderly owners, in stabilizing their homes;
- Provided support for the Cambridge Housing Services Program, a landlord tenant counselling and mediation program that helps to resolve disputes, preventing potential homelessness in over 200 cases annually;
- Committed \$167,000 in Neighborhood Housing Services, Small Property Owner's Loan Program and Rental Rehab funds to 12 multifamily rehabilitation projects, rehabbing 55 units and 14 rooms and leveraging over \$1.6 million in funding from other sources; and
- Began the gut rehabilitation of a nine unit, dilapidated rental building formerly owned by HUD.

### Neighborhood Planning

The Neighborhood Planning Component was formed in 1986 to work primarily with the stabilization committees in East and North Cambridge, and with individual neighborhoods on an ad hoc basis concerning particular development issues and projects. Three years ago, in response to the growing concern over the quality of life in the City's neighborhoods, the component expanded its programs to include neighborhood planning studies and the implementation of study recommendations.

The object of the studies is to identify major problems and concerns through a joint CDD and neighborhood study committee, and formulate recommendations for their solution. The studies address issues such as traffic and parking, housing, park maintenance, and urban design.

In addition, the neighborhood planning staff continues to provide technical assistance to neighborhood organizations throughout the City and to advise the Community Development staff on structuring public participation processes.

FY91 activities and accomplishments included:

- Publication of the North Cambridge Neighborhood Study and initiation of one of its key recommendations, a master planning process for the Alewife area;

- Completion of the Riverside Neighborhood Study Committee process. Publication of the study is expected for December, 1991;
- Initiation of the Wellington-Harrington and Neighborhood Four Neighborhood Studies. FY91 work focused on the collection of demographic and housing data, as well as community outreach; and
- Participation on joint committees to explore the relationship between the community and educational institutions in the City.

### Economic and Employment Planning

Previously called the economic development component, the scope of this component's activity was broadened in 1990 to include a focus on employment opportunities for Cambridge residents, especially within the City's development districts. The principle focus of employment planning during FY91 was the Cambridge Employer Survey which collected information from over 90 employers representing a cross section of the City's overall economy. The survey highlights future employment patterns in the City as well as the skills that will be needed by residents to qualify for jobs and build careers in the years ahead. During FY92, a wide collaboration will take place among schools, other city agencies, employers, and non-profit training groups to design a job preparation and training system which can make significantly wider use of the City's employment opportunities.

During FY91 the component also continued to coordinate planning, design review and infrastructure projects for the reuse of former industrial sites in East Cambridge, North Point, and University Park. While current development has slowed, these and other on-going planning efforts have provided Cambridge with a land bank for future economic activities which will last well into the next century.

In FY91 the Economic and Employment Planning component:

- Supervised construction of Lechmere Canal Park III extending to the Science Museum.
- Coordinated design and completion of contract documents for Charles Park, the last of five major new parks in the East Cambridge River Front System.
- Coordinated design and construction of landscape, sidewalk, and street improvements in Central Square.
- Collected and computerize land use and development data for the Alewife Master Planning Study; and
- Published two reports on training and employment patterns in Cambridge based on research on population, immigration, occupations, skills, and employment patterns among residents and employers.

### Planning and Design Services

In addition to a broad scope of projects and activities for

which they are responsible, the Planning and Design Services staff serves as an "in house" support team to the Department's Neighborhood Planning, Housing, Economic and Employment Planning and General Management components. This group provides a wide range technical skills and services, including landscape design, construction management, zoning, urban design, transportation planning and management, graphic design and data management.

In FY91 Planning and Design Services staff:

- Provided technical assistance to the Central Square and Harvard Square Advisory committee and to the ad hoc Quincy Square Park Committee. Staff facilitated the selection of a preferred design for Quincy Square which was recommended to the City Manager for implementation;
- Developed major revisions to the City's sign ordinance and assisted the Planning Board in the development of major rezoning proposals for the East Cambridge and Cambridgeport industrial areas.
- Expanded the Commuter Mobility Program with particular success in the East Cambridge Riverfront area and University Park;
- Provided assistance to the City's Law Department in developing a proposed revision to the State Implementation Plan for air quality as it affects Cambridge;
- Secured a commitment from the State DPW for completion of the Binney Street reconstruction in East Cambridge;
- Completed park improvements at the Cambridge Common and Fulmore Park in Cambridgeport and working drawings for park improvements at the Kennedy School in East Cambridge;
- Participated in design review of planned improvements at Charles Park and designed and supervised construction of improvements at a City-owned site at Mass. Ave. and Arrow Street;
- Computerized the entire City Zoning Ordinance to facilitate revisions to the document for distribution to the general public; and
- Assisted in developing and implementing a major survey of Cambridge employers in order to fashion a more effective economic development and employment effort in the City.

The Department's residential energy programs, financed through a variety of Federal and State revenue sources, have been reduced over the last two years due to the loss of state and federal funding. All of the City's low income residential energy programs were eliminated in the past fiscal year.

The Department continues to operate an Energy Heat Loan Program that provides zero interest loans to moderate income households to contract for energy saving measures.

The Heat Loan program is funded with oil overcharge monies and is managed by the State. The program processes approximately 20 zero interest energy loans per month.

## Historical Commission

As the municipal preservation advocate, the Historical Commission has established a number of innovative programs and planning ordinances. The Commission was created in 1963 under the Historic Districts Act of the Massachusetts General Laws to manage four historic districts, which later were united into the Old Cambridge Historic District (OCHD); to survey all 13,000 buildings in the city and publish its findings; and to mark historic sites and buildings. The Commission now also engages in community education and technical assistance in preservation and restoration; maintains a local history and photography archive; has an active publication program; enforces historic preservation ordinances; makes grants to low- and moderate-income families for restoration and preservation; and restores historic public open spaces.

The Historical Commission meets monthly to review cases in the OCHD and the Fort Washington Historic District, which was established in 1981. No demolition, new construction, or publicly visible alterations can take place in these districts without approval by the Commission. This year the Commission heard 55 historic district cases. The Commission also has jurisdiction over 12 buildings designated as local landmarks. The Commission staff continues to prepare landmark designation reports, specifically for critical buildings in Central and Harvard Squares, for presentation to the City Council. This year the Commission reviewed 33 demolition permit applications for buildings over fifty years old, with one evaluated at public hearings; the decrease over last year's case load reflects the downward trend in building and development. The Commission also reviews all building permit applications; this year it looked at 1,322 permits with approximately 265 of them requiring additional review.

The Commission continues to administer two neighborhood conservation districts whose procedures are tailored to meet local needs. The Half Crown NCD, located just west of Harvard Square, was established in 1984. The Mid Cambridge NCD was created in 1985 and includes 2,150 buildings. The district boards heard five applications in FY91.

As part of the Cambridge City Hall Centennial Celebration in 1990, the Commission worked with the Mayor's Office in producing an exhibition of photographs. In addition the Commission produced the *Cambridge City Hall 1890-1990*, a booklet which was printed in February, 1991. Work continues on the revised edition of *Old Cambridge*, which will be published this year. In addition to the five volumes of the *Survey of Architectural History of Cambridge* that were published between 1964 and 1977, and which are being revised and reissued, the Commission published *A Photographic History of Cambridge* in 1984, *Maintaining Your Old House in Cambridge* in 1988, and the revised edition of *East Cambridge* in 1989.

The Commission has planned a new program of landmark, historic district, and neighborhood conservation district markers for FY92. The Commission has also collaborated with the Vice Mayor, Cambridge Discovery, Inc. and several community-based groups to carry out research for the Cambridge African-American History Project. The objective will be the preparation of a school curriculum and African-American history trail.

The Commission also administers a preservation easement program, which allows an owner to voluntarily protect an architecturally or historically significant building. The program encourages private investment in restoration of significant buildings with no corresponding expenditure of public funds. To date, the Commission holds nineteen easements on buildings throughout the City.

Despite the cut in the overall budget this year, revenues have remained steady from publications and photographic sales, paint color and 21E research consultations, royalties and miscellaneous charges.

The department administers two grant programs—the Preservation and North Cambridge Paint Programs—for low- and moderate-income homeowners. The Preservation Grant program, now in its fifteenth year, has helped more than 365 people restore their homes, while the paint program, in its tenth year, has provided subsidies to help over 190 people paint their houses.

## Conservation Commission

During the past year the Conservation Commission continued its efforts to protect and enhance the city's natural resources through environmental review and permitting, openspace protection, and environmental education and advocacy. The Commission's responsibilities encompass a wide range of activities. The Commission administers the Massachusetts Wetlands Protection Act Regulations, reviewing and permitting projects proposed in or near Cambridge's wetlands and floodplains. The Commission also works toward protection of Cambridge's water resources through review of Environmental Impact Reports and other environmental documentation and permit applications for projects proposed in Cambridge. The Commission also advises other City departments on natural resources issues, works with regional, state and federal agencies and groups to address issues of environmental concern and works to inform and advise the public on environmental issues. The Commission also coordinates the eleven community gardens which serve more than 400 Cambridge gardeners each year.

During FY91, the Commission held eighteen public hearings and fifteen Commission meetings to review wetlands filings and discuss other issues of environmental concern in Cambridge. The Commission also conducted more than thirty-five wetland site inspections to assess potential impacts of proposed projects, investigate sites for wetland violations and evaluate compliance with wetlands permits.

The Commission reviewed and commented on Environmental Impact Reports for several major projects that will

affect the city. The Commission submitted comments on such major and complicated projects as the Central Artery Project and the Massachusetts Water Resources Authority's Combined Sewer Overflow Facilities Plan to remove raw sewage from surface waters in Cambridge and other communities. The Commission also reviewed and commented on EIRs for several smaller private projects proposed in Cambridge. In some instances, the Commission's comments contributed toward development and implementation of more environmentally sensitive projects.

The Commission continued in its efforts in opposition to the proposed Scheme Z section of the Central Artery Project. The Commission continued to provide constructive critical comments during the state and federal environmental review process for the project. The Commission worked in close cooperation with other groups, agencies, public officials and individuals concerned with the future of the Charles River and the North Point section of Cambridge, to press the project proponents to pursue more environmentally benign designs for the Charles River Crossing. As a result of these efforts, the governor convened the Bridge Design Review Committee, charged with seeking less environmentally destructive alternatives for the Charles River Crossing design. The Commission's Director represented the city at the numerous committee and subcommittee meetings of the BDRC, raising environmental issues of concern in Cambridge and the region as alternative designs were developed and considered by the BDRC.

The Commission also reviewed and commented on proposed state legislation and regulations which affect the city's ability to protect and enhance Cambridge's natural resources. The Commission submitted written comments and provided testimony at public hearings on proposed Chapter 91 Waterways regulations. The Commission worked with other environmental organizations toward improving wetlands protection in public roadway and highway projects authorized or funded through legislative action. The Commission's Chairperson and Director also participated in drafting proposed amendments to the Massachusetts Wetlands Protection Act and would enhance the city's ability to preserve and protect our water resources.

The Commission also continued to work with other City departments on issues of environmental concern. The Commission advised and provided technical assistance to the Water Department and Water Board on issues of watershed protection for the Cambridge drinking water supply. The Commission also coordinated with the Community Development Department and the Planning Board on environmental issues at Alewife and North Point. The Commission's Director also worked with an interdepartmental committee reviewing potential hazardous waste issues in the Alewife area.

The Commission continued its outreach efforts to inform the public about Cambridge's natural resources. The Commission provided information to environmental educators, students, businesses and residents interested in Cambridge's water resources, wildlife and openspace. The Commission's Director attended numerous community meetings to discuss current environmental issues affecting the city. The Commission also completed the updated



Cambridge wetlands maps and accompanying report. The maps and report identify the wetlands under the Commission's jurisdiction and provide descriptions of their hydrology, vegetation and wildlife value. The report and maps will soon be available at the Cambridge library and at the Commission office. The Commission also provides other educational materials and publications regarding the natural resources, including *This Old Land of Cambridge*, a geological history of Cambridge written by an Associate Commissioner.

In addition to its work within Cambridge, Commission members and the Commission's Director participated in several state-wide environmental efforts. The Commission's Chairperson served on a statewide group of wetlands experts that is charged with determining the means of implementing the Massachusetts policy of "No Net Loss" of Wetlands. The Commission's Treasurer continued to serve on the Board of Directors of the Massachusetts Association of Conservation Commissions. Both the Treasurer and the Commission's Director conducted workshops at the MACC's annual meeting in March. In addition, the Commission's Director serves as the President of the Massachusetts Society of Municipal Conservation Professionals. Through *MSMCP*, the Commission's Director organized or presented training workshops for conservation administrators and commissioners from cities and towns throughout the state.

## Peace Commission

During the 1991 fiscal year, the Cambridge Peace Commission has worked actively within the schools, the neighborhoods and the city as a whole to promote peace-making. The focus for the past year has been looking at the roots of violence in our community and beginning to build programs which develop alternatives including initiating and writing a mission statement for a new city-wide safe neighborhood initiative. The Commission has also acted to challenge violence by speaking out on the Gulf War and its related violence and exposing the \$163 million dollars of Cambridge tax payer's money which is diverted from our city to pay for military services.

### Working with our Schools:

On the theme of understanding and confronting violence, the Commission offered a year long course with teachers and staff called "**Sources of Violence: Materials for Responding**". The Commission has continued to staff the peace education committee which put out 3 newsletters last year to every teacher in the system. Members of the Committee are drafting a proposal for working with an elementary school to implement a systematic plan for a school without violence.

In recognition of past alliances and shared goals, the Peace Education Committee has linked with the Multi-cultural Education Committee and is working to develop materials about "Discovering Columbus" for use in the 500th anniversary. The director has also participated in 2 on-going committees and several workshops to design an

approach to the quincentenary which recognizes the different impacts of the Columbus voyages on different peoples and enables students to celebrate their own cultural identities.

In response to a CRLS graduate recruited into the military, the Commission became deeply involved in the issue of local military recruitment, investigating the current military opportunities for young people and sponsoring a hearing. The Commission learned of limited opportunities for youth in the military, discrimination towards gay men/lesbians, unequal treatment of recruits of color and women enlistees, the strong difficulty for unwilling recruits to get out of the service and that recruiters do not warn students of the possibility for death or killing.

The Commission responded to a call from teachers in response to a surge in violence in the schools related to the Gulf war by initiating a series of 4 workshops with parents and teachers on talking to children about war and violence.

### Working with our diverse communities:

A major participant in the Cambridge-El Salvador Sister project, the Commission established an education committee for the Sister City Project made up of Cambridge teachers, day care staff and citizens and sent a teacher's delegation to go to San Jose las Flores in April of 1991 which brought back a vision for community schooling and materials for use in their own classrooms.

The director of the Commission participated in the spring program to recognize Yom Hashoah, the anniversary of the Holocaust, through sponsoring a city-wide memorial service, and designing and writing a 20 page booklet for the service.

The Commission worked with women in each of Cambridge's neighborhoods bringing the connections between national sources of violence with Cambridge-based neighborhood concerns for peace by initiating and co-sponsoring a city-wide march against violence and for equality.

Through the 1991 summer peace camp, a group of 10 Cambridge youth representing Cambridge's neighborhoods and communities including Indian, African-American, Italian, interviewed youth about the growing situation of violence and published a page in the *Cambridge Chronicle*.

The Peace Commission wrote a successful \$2,500 grant to fund a Haitian consulting project for the schools and re-worked the Haitian curriculum kits to make them available to every elementary library.

During the height of the Gulf war, the Commission responded to an increase in hostility within our community by sponsoring an exhibit of Iraqi/Israeli/Palestinian children's art and making available hands-on curriculum for each of the elementary schools to de-rail some of the stereotyping and animosity which was emerging.

Working through the AIDS Task Force, the Director worked to present a second city-wide program for people living with AIDS.

The Commission is participating with the Africa Sister City Campaign to select a city in Africa for exchange and as a vehicle for raising awareness about the real experiences and contributions of people in Africa.

## **Working to promote peace-making:**

The Commission completed an educational brochure which documents the amount of money from Cambridge tax payers which goes to military uses. The brochure also shows the drastic cuts (from 14 million to 3 million) in Cambridge tax dollars which used to come back to Cambridge for human services.

During the summer "Work-for-Peace Camp", 17 Eastern and Western Europeans (from Holland, Spain, Germany, France, Northern Ireland, Belgium, Soviet Union, Armenia, and Poland) joined CRLS students in working for peace. The Europeans lived together and volunteered their time for community service in Cambridge renovating low-income housing through Just-A-Start and helping with community projects (such as painting the hospice center). The Europeans interned with local peace and social justice organizations 2 afternoons a week and participated in evening discussions about war and violence.

During the spring of 1991, responding to the impacts of the war in the Middle East engaged a major part of the Commission's attention. The Commission drafted 3 resolutions which passed unanimously, supported a weekly Central Square vigil to bring the troops home, drafted a petition to all of Cambridge's religious congregations, joined the local Emergency Coalition for Peace, Justice and Non-Intervention in the Middle East, sponsored a community meeting at city hall to organize non-violent direct action to stop a war, co-sponsored with the Mayor's office a city-wide open forum on the war, and participated with the Black Clergy Association and the Central and Harvard Square Clergy in a march for peace. The director led workshops at local teach-ins and met with Congressman Joseph Kennedy to shape legislation in support of sanctions.

The Peace Commission co-sponsored a conference on "Exiles From War: Women Building Peace for International Women's Day with the Bunting Institute and participated in selecting the Bunting Peace Fellow for 1992.

The director has drafted a proposal for a Youth Peace Corps in the City of Cambridge in which young people would be paid to participate in community service and projects which seek build community and decrease violence. The proposal is being circulated for funding.

Finally, the Peace Commission has participated as a founding member of a city-wide coalition to promote safer neighborhoods through building community and connections. The director drafted the Mission statement for the project and brought to the discussions with police, residents and city officials the need develop formats which welcome all residents into dealing with neighborhood concerns about crime and violence.

## **Rent Control**

Rent Control was adopted in Cambridge, as in many cities in the United States, in response to a severe shortage of rental housing. Because of this shortage and the lack of new construction of apartments for low and moderate income tenants, the City chose to regulate rent levels, so that tenants would not be faced with the choice of paying an even larger

portion of their income for an apartment or moving out of the community. Rent Control, which has been in effect in Cambridge since March, 1970, is currently administered by a five (5) member of Rent Control Board and a thirty-three member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide individual cases.

During FY91, the Rent Control Board completed the planning and implementation of a citywide general adjustment of rents for controlled units. In this adjustment, the Board continued its ongoing process of implementing new computer programs to effectuate a more automated, efficient citywide general adjustment. A bridge was developed between the Water Department and the Rent Control databases to allow use of actual water costs in computing general adjustment increases. The Board also revised and simplified the formula for adjusting rents to make it more understandable to the general public.

Responding to public concerns about the reliability of its database and the accuracy of the controlled unit count, the Board initiated a comprehensive program to validate and update the status of rent-controlled units. This effort involved two stages: (1) updating the classification system to differentiate between units removed from residential rental use, units permanently exempted from rent control, and units temporarily exempted from rent control; and (2) determining the number of one-, two-, and three-family buildings that are owner occupied and therefore not subject to the Rent Control Act. The Board expects to complete both stages of this project by the end of Fiscal Year 1992.

In the fall of FY91, the Rent Control Board initiated a compliance program. A hearing examiner position was reclassified to the position of Compliance Officer. Primary duties for the Compliance Officer include providing landlord and tenant outreach and education, exploring alternative dispute resolution mechanisms such as mediation, and investigating possible violations of the Act and ordinance.

The Board also increased the availability of materials requested most frequently by the public during FY91. The regulation book was reformatted and reprinted to incorporate new regulations and amendments passed by the Board since the previous printing. New typefaces and graphics were also incorporated to enhance readability of the publication.

During FY91, the Board began supplementing its resources for performing inspections with a consultant with cost estimating experience in the construction industry.

## **Office of Cable Television**

Over the course of the last year, the Office of Cable Television for the City of Cambridge continued to expand its program offerings and services for Cambridge residents. During FY90-91, Channel 37, the City's Municipal Television outlet, cablecast over 23 hours of programming each week—approximately 1,100 hours for the year.

In addition to programming produced for viewing on Channel 37, the Cable Office now serves as an in-house video production facility for all City departments. Last year 23 departments took advantage of this service for the production of training tapes, informational videos, public

service announcements, or for videotaping of important department events and programs. As more and more departments make use of this facility, the Cable Office's impact within City government and in the community, through Channel 37, should continue to expand.

### **Municipal Television—Special Programs**

Most viewers become acquainted with Channel 37 through the live telecasts of the Cambridge City Council meetings produced each week by the Cable Office staff. However, to quote one of the channel's promotional spots, "Channel 37...We're not just for City Council anymore".

Indeed, the number of overall programs has increased every year since the Office of Cable Television began producing video programming for Channel 37, as indicated by the number and type of special productions developed



**Program Director, James Area, adjusts controls on the Audio Board.**

last year. "Special Programs" refers to productions outside the regular program offerings, and last year, these included the "Hunger Hurts Telethon" which raised over \$10,000, in conjunction with Continental Cablevision, for the various food banks across the City. In April, Channel 37, on one particular day, covered both the City's Annual Road Race around Fresh Pond, and the City's Salute to the Troops parade and ceremony at Cambridge Common. Also last spring, Channel 37 provided coverage of a special community meeting convened to discuss the Safety in Our Streets, in the wake of several harrowing incidents in the West and North Cambridge areas. Although these events were all very

well attended, coverage of such events allows many more Cambridge residents who cannot attend, to stay abreast of important community news and events.

Other special programs included live coverage of the Schools' Dropout Prevention Forum which features a lengthy call-in segment to field questions from home viewers, several Town Meetings sponsored by the Mayor's Office, numerous live telecasts such as the swearing in of Cambridge's first Police Commissioner, and coverage of the planning, construction, landscaping and opening of the City's newest and largest recreational open space—Daney Park.

### **Community and Public Safety Programs**

Coverage of public safety and community oriented events increased dramatically over the last year and Channel 37 now produces regular programs for both the Police and Fire Departments. In addition to regular programs on public safety, fire prevention, and numerous public service announcements, the Cable Office also produced more specialized programming for these departments. A program on upcoming police and civil service exams provided information aimed primarily at women and minority residents wishing to expand their career options.

In conjunction with the Fire Department and the City's Office produced an in-depth examination on the City's plans and preparations for any type of hazardous materials accident by covering a haz-mat "incident" staged by the various departments involved and state and federal EPA officials.

Channel 37 programming also focused on many less dramatic but no less important events across the community. In May, coverage of the Area 4 Crime Task Force neighborhood festival served to publicize the very successful activities of residents in that part of the City, and all year long, Channel 37 has devoted much air time to covering the City's move into recycling through a variety of PSA's and feature programs.

### **Health Care, the Arts, and Sports**

Attention to health care issues in Cambridge created the lead for A CLOSER LOOK...at the Cambridge Hospital, a regular program produced in conjunction with the Department of Health and Hospitals. A CLOSER LOOK allows viewers to become familiar with the Cambridge Hospital, its programs and staff and provides a forum on Channel 37 for the most important issues in the areas of medical treatment and public health.

Channel 37 increased its coverage of the arts events in the City last year by working with the Cambridge Arts Council on a variety of projects: the City's International Fair at Central Square in June, a performance of Handel's *Messiah* in December, Scott Joplin's opera *Treemonisha*, and the Summer in the City concerts.

In the field of local sports, Channel 37, in addition to coverage of the City's fifth Annual Road Race, videotaped last year's Red Auerbach Basketball Tournament held at CRLS, and developed a new program highlighting Cambridge Youth and Sports had already gone into production by the end of the fiscal year.

## New Programs

The Cable Office continues to expand the programming on Channel 37. This year, working with Civic Unity, Channel 37 began a new series designed to highlight individuals from Cambridge's minority communities. Other new programs are being developed with Community and Youth, the Historical Commission, and the Police Department.

## Consumer Assistance

Although cable programming may be its most visible aspect, the Cable Office regularly serves as a source of information on cable and other communications realms and as an active advocate for Cambridge residents who are in need of assistance in dealing with the cable company, the Office handles everything from simple information requests to complaints about service and billing disputes. A strong affiliation with local and national watchdog groups allows the Cable Office to stay on top of the legal, technical, and consumer oriented areas of the cable television arena.

## Water Department

The Cambridge Water Department (CWD) is a municipally owned and operated water utility serving approximately 91,000 permanent residents 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 Department is regulated under Federal and State drinking water laws. The operating budget, debt service and capital improvement projects are financed by the sale of water, in accordance by the City Council. The rate structure for FY92 has five incremental blocks with the rates set as follows:

|         | Annual<br>Consumption<br>(Hundred Cu. Ft.) | Water Rate<br>(S/C-c.f.) |
|---------|--|--------------------------|
| Block 1 | 0-40                                       | 1.27                     |
| Block 2 | 41-400                                     | 1.36                     |
| Block 3 | 401-2,000                                  | 1.45                     |
| Block 4 | 2,001-10,000                               | 1.55                     |
| Block 5 | Over 10,000                                | 1.66                     |

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

In 1990, the average daily water consumption increased to 14.31 million gallons per duty (mgd) which was up 0.97 mgd from the 1989 average of 13.34 mgd. Precipitation on the twenty-five square mile watershed drainage area totaled 47.21 inches in 1990; this amount was 4.21 inches more than the average annual precipitation of 43 inches.

## Capital Improvements Program

FY91 was the fifth year of the five-year Capital Improvement Program (CIP) initiated by the CWD in 1987 to address the rehabilitation of the Water Treatment Plant and to replace approximately 5,000 linear feet of water mains each year.

CIP construction contracts awarded in FY91 include: (a) Rehabilitation of Rapid Sand Filters—\$532,000, (b) Water Main Replacement—Franklin St., Brookline St., and Lansdowne St.—\$317,000 and (c) Replacement of High Lift Pump and Motor No. 3, which have been in service since 1951—\$320,000.

Projects completed in FY91 include: (a) Rehabilitation of Rapid Sand Filters in the water treatment plant—\$586,000; (b) Replacement of 5,500 linear feet of Water Main in Franklin Street, Rice Street and Hollis Street—\$566,000; (c) Replacement of two raw water pumps—\$44,000; and (d) Installation of new alum feed pumps—\$18,000.

In addition to these construction projects, significant portions of the Payson Park Reservoir Cover Project were completed during FY91 and progress was made to implement improvements to the Water Treatment Plant.

## Payson Park Reservoir Cover Project

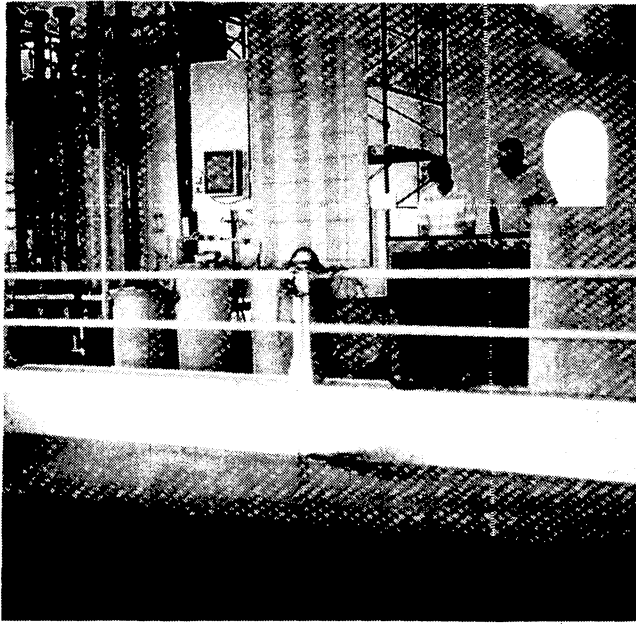
One of the most significant accomplishments of the Water Department in FY91 was the progress made in construction of the Payson Park Reservoir Cover project in Belmont. The project should be completed in August, 1991 approximately 22 months ahead of schedule.

The City was ordered by the Department of Environmental Protection to cover the existing finished-water distribution storage reservoir to comply with State Water quality laws. The scope of work includes the construction of two reinforced concrete tanks inside the existing reservoir embankments. The new roof surfaces will be covered with gravel and grass turf. The total capacity of the new storage tanks will be 32 million gallons, which equals approximately two days of City-wide water demand. Construction started in November 1989, and the completed North Basin Tank was placed in service in August 1990. The South Basin Tank was placed in service in April, 1991.

The primary benefit of having the Tanks in use has been a dramatic reduction in the amount of chlorine required for disinfecting the drinking water, which is stored at the Payson Park Reservoir prior to delivery to the water distribution system. The CWD has experienced difficulties in the past with meeting the water quality standards for trihalomethanes which are formed by the reaction of chlorine with aquatic organic material that is present in natural water. With an approximate fifty percent (50%) reduction in the chlorine demand, the production of trihalomethanes had decreased significantly below the current maximum contaminant level. The secondary benefit of this project has been the elimination of all leakage from the original structure, which was built in 1895.

Another interesting aspect of this Project has been the principal participation of Cambridge based companies. The construction contractor is Modern Continental Inc., 2277 Massachusetts Avenue; the geotechnical/foundation consul-

tant is Haley & Aldrich Inc., 58 Charles Street; and the water supply consulting engineer is Camp Dresser & McKee, Inc., Ten Cambridge Center.



**Pilot plant that is being used to assess future water treatment process options for new or rehabilitated facilities at Fresh Pond.**

### **Water Treatment Plant Improvements**

During FY91, the City Council, the Cambridge Water Board and the CWD committed to and initiated a long term planning process to address the water quality issues facing the Department: 1) Raw water quality, 2) Aging facilities and 3) Increasingly stringent water quality regulations. The Audit of the Water Treatment Plant completed in 1990 identified improvements necessary to assure compliance with the new drinking water quality standards and recommended a preliminary evaluation of upgrading the existing facilities or constructing a new water treatment plant.

Upgrading or replacing the treatment facilities is a serious decision that will require extensive planning and review by the City and the DEP. In FY91, the Department began water quality treatability studies which will provide insight to the best water treatment technologies for the future—a key aspect in evaluating facility needs. The Interim Improvement Projects are designed to ensure the adequacy of the existing facilities in the near-term, pending the provision of new or upgraded facilities for the future. It is anticipated that it will take as many as six more years to complete the steps required to bring new or upgraded facilities on-line: the steps include conceptual design, state agency review, final design, bidding of construction contracts and the actual construction.

During FY91, the Department initiated the Interim Improvement Projects by preparing plans, specifications and contract documents for the following projects: a) Aqua ammonia and sodium hypochloride chemical feed systems, b) filter control rehabilitation and c) Sedimentation basin repair. These projects will go out to bid in the early part of FY92 and will be completed by the early part of calendar 1992.

### **Watershed Protection**

With the implementation of the Surface Water Treatment Rule during 1991, the State has emphasized the requirement to maximize water quality at the source. Watershed protection remains a key element in guaranteeing a continued supply of high quality drinking water to Cambridge. The Water Department's commitment to watershed protection requires constant attention to public and private activity in the watershed and its environs. When water quality threats are identified, the Department responds in an assertive manner to ensure the protection of the water supply. During FY91, a number of sites required this attention.

During FY91, the Water Department encouraged the activation of the Cambridge Watershed Advisory Committee. This committee will be activated during FY92 and the Department will play an active role in pursuing the opportunities for watershed protection that the committee represents.

### **Water Quality**

The quality of water provided by the Cambridge Water Department is regulated by the Commonwealth of Massachusetts "Drinking Water Regulations: (310 C.M.R. 22.00)" which requires frequent sampling and testing of water provided to the public for physical, chemical, biological and radiological contaminants. Water quality must not exceed maximum contaminant levels as monitored and established by the DEP. DEP regulations require public notification if drinking water does not comply with these standards.

During FY91, the Water Department upgraded the treatment plant facilities and monitoring programs. Contracted independent laboratory testing was initiated to provide for systematic monitoring of water quality. In addition, the Water Department installed an Atomic Absorption Spectrophotometer in FY91. These improvements will aid in the consistent operation of the treatment plant and will support the Department's efforts to gain State laboratory certification during 1992.

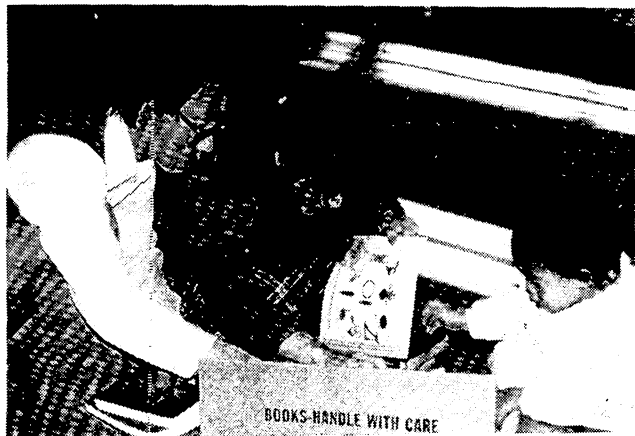
A comparison of the DEP sampling and testing requirements to Cambridge Water test results is available at the Water Department Laboratory, 250 Fresh Pond Parkway. CWD complied with the regulations throughout FY91 with the exception of sodium. Massachusetts is the only state to regulate sodium at a level of 20 parts per million (ppm). Cambridge water contains 30 ppm. This sodium level is caused primarily by road de-icing with salt in the watershed.

### **Organizational Improvements**

In FY91, the position of Managing Director was established and filled in order to bring about management and organizational improvements in the operation of the Water Department and to prepare the Department to meet the challenges ahead. Improvements are underway. Management is developing a long-range plan that will be a blueprint for top-notch service to water customers in Cambridge. The plan will be completed in late 1991. During FY92, the CWD is undertaking certain studies as input to that planning process—a water demand study, safe yield studies and a

distribution system study. These studies will provide the basis for a long-range master plan for capital improvements to the Cambridge Water System.

## Library



**A family browsing for books in Children's room at the Main Library.**

Regional and national recessions, lower federal, state, and city spending, high educational and technical job requirements, language barriers, illiteracy, and high unemployment have had an enormous impact on the use and service the Cambridge Public Library provided to its citizens in the 1990/91 year.

Clearly statistics demonstrate that there is a continued and, indeed, renewed awareness of the library's basic mission to serve the needs of its school age children, adults and citizens, who once again face a shifting educational and economic base.

Response to new programs and initiatives was overwhelming and dramatic.

779,490 books and materials were circulated system-wide. This represented an increase of 1% over the previous fiscal period or to put it into another context, it means that 84 books were circulated for every citizen in Cambridge. *Cambridge is reading.*

It must be reported that the North Cambridge Branch Library evidence a 20% increase in circulation and the Alma Boudreau Observatory Hill Branch Library increased its circulation by 41%.

The overall increase in circulation, the demand for more information, the large numbers who attend the library's programming, bears witness to the value Cantabrigians place on libraries.

### A Multi-Cultural Workplace

The Cambridge Public Library is rich in its cultural and ethnic diversity. Russian, Chinese, East Indian, Cambodian, Japanese, Cape Verdean, Hispanic, Polish, and African-American staff members have endowed the Library with the ability to focus on the multi-dimensional scope of service to Cambridge's diverse population.

Recruiting efforts to meet the City's guidelines for staff diversity have been aggressive. The challenge is large. The success to date has been moderate. The library must and will do better.

## Employment Assistance

The economic and financial recessions currently in place in Cambridge, the state and the nation have brought, each week, several hundred citizens to the library searching for information on career alternatives and opportunities as well as job placements and openings.

In response to this huge demand, the Cambridge Public Library published *The Job Hunter's Guide to the Cambridge Public Library*.

Five thousand copies of this pamphlet were distributed to community employment agencies, youth employment programs, Massachusetts Department of Employment and Training, and social service organizations.

The Guide identified local, national, and international newspapers and magazines in the library's collection that have classified ads; career guides; resume and cover letter handbooks; information about civil service openings and tests; and opportunities for continuing education.

In addition, the Central Square Branch Library, in cooperation with the Department of Employment and Training, offered a series of workshops for those seeking employment on such topics as: interviewing skills, creating a resume, the civil service system, and job hunting techniques.

## Literacy Training

The Central Square Branch Library is the site for the Cambridge Public Library's successful literacy program. A part-time coordinator recruits, trains, and advises eighteen (18) volunteer tutors (medical doctor, CPA, nurse, professional business managers, computer specialist et al) who work one-on-one with native english speaking adults every Tuesday and Thursday evening from 6:30-8:30. Instruction is individually based and concentrates on the life skill needs of each student: how to read the want ads, complete a job application, interpret a bus and/or subway map, prepare for entrance into a G.E.D. program. Fifteen adults and their tutors were honored for their completion of the 1990-91 program.

## Services to school Age Children

454 classes or 8,900 students from public, parochial and private schools visited the Cambridge Public Libraries in 1990/1991. They were given library orientation, introduction to the use of the catalog and materials, as well as guided tour of the library facilities.

The Library staff together with students from MIT and Harvard University gave individual assistance to several hundred young people from the Cambridge schools. Assistance included help in homework assignments, research, reading materials, and informational retrieval.

190 teachers and day care providers were given special library cards. This arrangement, in cooperation with children's staff, enhanced classroom instruction.

Children's librarians and school librarians collaborated on the development of a suggested summer reading list for all grade levels. This booklist was designed and printed by the public library and distributed by the school department to all elementary students.



Mayor Alice K. Wolf, Margaret Rey, and three hundred children flocked to the Library Lawn to celebrate Curious George's 50th birthday. Mayor Wolf presented George with the key to the city. George also signed up for his first library card and the library's summer reading program.

### Services to Homeless Families

An important factor in developing necessary reading skills is exposure to books and reading in the early stages of one's life. Vocabulary, language, and listening skills are critical elements in reading development for all children. Frequent moves and homelessness disrupt the educational development of children. Routines, such as reading aloud to young children may be disrupted. Personal belongings such as books may be left behind. Shelter workers have identified two characteristics prevalent in homeless children: shorter attention spans and difficulty in responding to imaginary stories and to "make believe" in play.

Recognizing the critical need of these children, the Cambridge Public Library applied for and received a Library Services and Construction Act Grant to provide services to homeless children and their families. In cooperation with the Cambridge YWCA and St. Paul's A.M.E Church, librarians offered regular storyhours and singalongs for homeless children at the Salvation Army Day Care Center, the shelters, and the library.

Deposit collections were established at the Day Care Center and the shelters so that books would always be available to the children and their parents. Packets of new paperback books, a cassette tape about the importance of reading to children, a coupon for a free book to be picked up at the library, and a brochure about library services have been delivered to all families currently living in the shelters and extras have been prepared for new arrivals.

The Cambridge Public Library affirms access for all children to library services and takes the initiative to go to them when circumstances make it difficult for them to get to the library.

### Audio-Visual Services

The circulation of the three main components of the audio-visual collection (video-cassettes, audio cassettes, and compact discs) continued its dramatic rise.

The videocassette collection has provided opportunities for sharing cultural awareness, environmental issues, and health and safety concerns. An unexpected dividend has been the heavy use of the collection by those seeking to improve their English language verbal skills by watching and listening to classic films while high-school and college students find the visual impact of a performance of a Shakespeare play enhances and reinforces their studies.

Audio cassettes, particularly recorded versions of classic and contemporary literature which were originally envisioned as supports for our English-as-a-second language and outreach programs for the visually impaired, are now eagerly sought by students, commuters, joggers, and long-distance travelers.

Compact discs allow us to take advantage of this less fragile format of providing classic recordings by legendary performers as well as works by contemporary composers and

artists not only for students of music, but also for general public's listening enjoyment.

### Tax Assistance

Free income tax preparation was offered at Main Library and the branches to low income residents through the volunteer efforts of students at Bunker Hill Community College and Harvard Law School. Special emphasis was given to serving the immigrant communities with assistance being available in Spanish, Portuguese, and French.

### Multicultural Outreach

Honoring its longstanding tradition of service to the city's many ethnic groups, the Cambridge Public Library continued to reach out to unserved or underserved groups.

The Main Library has been active in the African Sister City Project and the development of a Black Heritage Trail for the City.

Chilean author Isabel Allende drew over 500 individuals to her appearance as part of the Cambridge Public Library's Author Series.

The Main Library included programs on Lithuania, Egypt, Poland, Ireland, Austria in its active schedule.

The 19th annual Black Heritage Program in cooperation with the Cambridge Black Cultural and Historical Association honored Sarah Pettiford Willet, owner of Savannah Books, for her work in promoting multicultural books for all ages.

A presentation on Affirmative Action and Equal Opportunity was presented in cooperation with the Civil Unity Committee.

Branch libraries developed services and programs to address the unique needs of their neighborhoods.



**Students playing Portuguese Music at annual celebration of Manuel Rogers Sr. Center for Portuguese culture and studies at Valente branch library.**

The Valente Branch Library was honored to host the Honorary Consul of Brazil, Salwa Smith at the kickoff of its mainstream Brazil cultural series and the Consul General of Portugal at its 7th annual commemoration of the Manuel Rogers, Sr. Center for Portuguese Culture and Studies.

A film series of Italian operas was very popular with neighborhood residents.

Storyhours in Portugues were presented to Children at the Harrington School and summer reading programs and films were geared to bilingual summer camps and the Massachusetts Migrant Workers Camp.

The North Cambridge Branch Library offered a series of pot luck dinners to celebrate the Eritrean, Haitian, Moroccan, and Chinese cultures.

The Central Square Library celebrated its 17th annual Commemoration of Martin Luther King's Birthday and offered a film series honoring prominent Afro-Americans during Black History Month.

The Alma Boudreau Observatory Hill Branch Library presented a program on African folktales, games, and songs.

The East Cambridge Branch Library offered an evening's visit to Krakow.

Folksongs from Japanese, African, French, and Native American cultures were highlighted at the Collins Branch Library.

The Cambridge Public Library has recruited a professional, knowledgeable staff that represents the multicultural diversity of Cambridge and speaks a collective total of 14 languages.

### Service Statistics Summary Fiscal Year 1990-1991

#### CIRCULATION

|                 |         |
|-----------------|---------|
| System Total    | 779,490 |
| Adult           | 551,730 |
| Children        | 227,760 |
| Fiction         | 351,166 |
| Non-Fiction     | 276,935 |
| Periodicals     | 20,190  |
| Video Cassettes | 24,610  |
| L.P. Records    | 15,585  |
| Audio Cassettes | 30,496  |
| Compact Discs   | 23,837  |

#### RESERVES FILLED

|              |        |
|--------------|--------|
| System Total | 18,294 |
|--------------|--------|

#### REGISTERED BORROWERS

|                      |        |
|----------------------|--------|
| System Total         | 36,638 |
| Adult                | 29,481 |
| Children (Ages 5-14) | 5,780  |
| College Students     | 1,376  |

#### PROGRAMMING

|               |        |
|---------------|--------|
| System Total: |        |
| Programs      | 2,961  |
| Audience      | 70,503 |
| Adult:        |        |
| Program       | 729    |
| Audience      | 18,104 |
| Children's:   |        |
| Programs      | 1,973  |
| Audience      | 46,633 |

#### Community Loan Films:

|          |       |
|----------|-------|
| Programs | 259   |
| Audience | 5,766 |

#### BOOKS ADDED TO COLLECTION

|              |        |
|--------------|--------|
| System Total | 24,425 |
| By Purchase  | 21,193 |
| By Gift      | 1,813  |

#### CIRCULATION COMPARISON FY90 and FY91

| Circulation Source      | 1989/90        | 1990/91        | Increase        |
|-------------------------|----------------|----------------|-----------------|
| <b>Main Library</b>     |                |                |                 |
| Adult                   | 281,231        |                |                 |
| Reference               | 1,041          |                |                 |
| Audio/Visual            | 72,417         |                |                 |
| Senior Services         | 10,333         |                |                 |
| <b>Sub-Total Adult</b>  | <b>365,022</b> |                |                 |
| Childrens               | 117,658        |                |                 |
| <b>Sub-Total Main</b>   | <b>482,680</b> |                |                 |
| <b>Branch Libraries</b> |                |                |                 |
| Central Square          | 61,426         |                |                 |
| East Cambridge          | 8,280          |                |                 |
| Cambridge Field         | 23,416         |                |                 |
| Observatory Hill        | 25,152         |                |                 |
| Mount Auburn            | 23,361         |                |                 |
| North Cambridge         | 49,261         |                |                 |
| <b>Sub-Total Branch</b> | <b>190,896</b> |                |                 |
| Total In-House Loans    | 673,576        |                |                 |
| Bookmobile              | 13,102         |                |                 |
| DES/MBTA (estimated)    | 40,646         |                |                 |
| <b>GRAND TOTAL</b>      | <b>727,304</b> |                |                 |
|                         |                | <b>1990/91</b> |                 |
|                         |                | 321,230        | + 39,999        |
|                         |                | 1,535          | + 494           |
|                         |                | 81,276         | + 8,859         |
|                         |                | 12,834         | + 2,501         |
|                         |                | <b>416,875</b> | <b>+ 51,853</b> |
|                         |                | 123,570        | + 5,912         |
|                         |                | <b>540,445</b> | <b>+ 57,765</b> |
|                         |                | 63,839         | + 2,413         |
|                         |                | 8,397          | + 117           |
|                         |                | 25,963         | + 2,547         |
|                         |                | 35,419         | + 10,267        |



|         |          |
|---------|----------|
| 24,326  | + 965    |
| 59,347  | + 10,086 |
| 217,291 | + 26,395 |
| 757,736 | + 84,180 |
| 0       | - 13,102 |
| 21,754  | - 18,872 |
| 779,490 | + 52,186 |

Cambridge 02141 zip code. As was the case with the 02138 zip code area, analysis of the 02141 area revealed no statistically significant elevated rates of cancers.

The office continued to expand its computer information system. A medical record system for clients seen through the TB clinic is currently in place, as is a data base with up to date information on other reportable infectious diseases in Cambridge, and statistics on over 20,000 Cambridge elementary school students health encounters a year. Regular statistical reports are generated for record keeping purposes, as well as for helping to guide health policy decisions.

## Health and Hospitals

The Commissioner of Health and Hospitals works in conjunction with the Health Policy Board to set health policy for the City of Cambridge. The Commissioner directs the Department of Health and Hospitals in implementing that policy, and in protecting and enhancing the health of the people of Cambridge. The Department of Health and Hospitals consists of The Commissioner's Office, The Cambridge Hospital, The Neighborhood Health Centers, The Neville Manor, and Public Health, Environmental Health and School Health Components.

This year the Commissioner's Office continued to inform and to work with people doing business in Cambridge to implement Ordinance No. 1101, Chapter 8.48, Cambridge Ordinance on the protection of the Stratospheric Ozone Layer. The ordinance aims to decrease emissions of chlorofluorocarbons (CFCs) and other stratospheric ozone-depleting substances into the atmosphere, thereby helping to protect the environment and the health of the public. Regulations to aid with enforcement of the ordinance were drafted and finalized after comments were received at a public hearing.

In response to a request from the City Council, the Commissioner of Health and Hospitals formed an inter-departmental city group with an ad-hoc group of outside experts to determine whether environmental toxins are posing a threat to the Alewife quadrangle area. The request was made in response to concern regarding toxins in the ground water on the part of local residents. The Alewife Quadrangle Group has met on a regular basis since April, collecting and plotting information on a city map. A community meeting was held to share information and to listen to resident concerns. Testing of the area has shown that contamination is primarily from oil and gasoline.

No health problems in the Alewife area have been linked to environmental contamination. An 02138 zip code breakdown of occurrences of the major types of cancer from 1982 through 1987 reveal no statistically significant findings. The Alewife Quadrangle Group is continuing to gather information from the Department of Environmental Protection and to trace ground water flow, and is preparing to address additional environmental concerns in the area.

Concern on the part of East Cambridge residents prompted an analysis by the Commissioner's office of MA Cancer Registry statistics regarding cancer incidence of the twelve major types of cancer from 1982 to 1987 within the

## Public Health

The Department of Public Health Nursing is concerned with protecting and promoting the health of the Cambridge community. Efforts in the past year have been directed toward strengthening existing programs and collaborating with other departments and community agencies. Activities include:

- 3 hospital based Tuberculosis clinics per week, as well as weekly school based clinics at the Cambridge Rindge & Latin School. These clinics have accommodated approximately 2500 patient visits. The incorporation of TB records into the Hospital Medical Record system this year serves to ensure the continuity and quality of patient care. The implementation of the computerized TB patient record database is facilitating statistical analysis and program planning. A collaborative effort with the North Charles Center for the Addictions, has resulted in the availability of INH preventive therapy, to be given in the methadone dosing clinic, to individuals at risk.
- Continued collaboration with the Healthcare for the Homeless team by providing weekly shelter-based nurse clinics for the purpose of TB surveillance, health assessment, referral and advocacy. 93 nursing encounters were documented this year. 90 persons were screened for tuberculosis, 101 persons received the flu vaccine and 19 persons received the pneumonia vaccine.
- Distribution of 4500 doses of Influenza Vaccine to Cambridge providers. The Public health Nurses sponsored 30 community-based Influenza clinics for the purpose of immunizing Cambridge residents. Distribution of all other types of vaccines to area providers totalled approximately 40,500.
- Investigation of 265 cases of reported communicable disease occurrence in the city. Follow-up included client education and implementation of control measures where necessary to protect the public health. Community and hospital inservices were conducted by the public health nurses during the year.

- Developed plan to implement a new program targeting prenatal and post-partum women and families at risk. The program will focus on health assessment, education and support around issues of nutrition, and parenting. Referrals, based on assessed need will be made. Implementation of the program is beginning in August, 1991 and is funded initially for 16 hours per week.
- Screened 1331 students for vision and hearing problems in the Cambridge schools, and referred 119 students for further diagnostic work-up.
- Continuation of school-based health program in parochial elementary schools. Provided health education, responded to medical emergencies, and ensured compliance with immunization policies. 74 nursing encounters were documented.
- Ongoing response to health issues affecting the community. Homevisits made as needed to area residents to assess problems, facilitate access to healthcare, and make appropriate referrals. Public health nurses act as resources to Cambridge residents on issues that affect the public health.

Further directions of the Department of Public Health include computerization of the data from communicable disease cases, implementation and growth of the maternal child health program, and an increase in public education programs offered by the public health nurses.

### **Community Health**

During FY91, the Cambridge AIDS Task Force, coordinated by the Community Health Coordinator, continued to make significant progress towards their goal of developing a comprehensive, city-wide approach to the AIDS epidemic. Based on the impetus of the Task Force, Cambridge became the first city in the Commonwealth and the nation to adopt an Ordinance that requires municipal building and businesses licensed by the Licensing Commission to make condom vending machines with AIDS educational information available to the general public. Cambridge Rindge and Latin was also the first public high school in Massachusetts to approve condom distribution through the Teen Health Center.

The Task Force's Education Committee worked closely with members of the school department to insure system-wide integration of AIDS education into curricula. This involved inviting Planned Parenthood's "Heart to Heart" program in for all sophomores and supplementing AIDS education for the other students. Members of the Policy Committee worked with the School Department and the state Department of Education to develop AIDS policy for the schools.

Cambridge Cares About AIDS, Inc. (CCAA), the non-profit corporation created by the Task Force, continued to develop programs and to successfully raise funds to support these activities. Directed by the Community Health Coordinator CCAA expanded services for people infected with

HIV and continued to provide quality outreach and education for Cambridge residents.

CCAA's Coordinator of Client Services and Outreach worked with an ever expanding caseload of people living with AIDS/HIV infection. Along with carrying a caseload of over 100 clients, the Coordinator developed important support services for clients including a volunteer meal delivery program that provides approximately 250 meals each week. A drop-in childcare program for women who are infected was developed in conjunction with the Cambridge YMCA and funding from Polaroid Corporation.

Support groups for women, one in Spanish, and for people who are chemically dependent provided crucial intervention for many Cambridge residents. CCAA's Coordinator of Client Services and Outreach also developed six public service announcements that aired on Cambridge and Somerville Cable TV encouraging people at risk for infection to seek testing and to protect themselves. Two special interest shows, one in Haitian Creole for the Haitian community and the other focusing on teenagers, aired on Cambridge Cable TV and received a record number of phone calls requesting information.

CCAA's Multicultural HIV Prevention Project, funded by the Centers for Disease Control, continued to expand outreach efforts in Cambridge. Staff reached over 1,000 people with basic AIDS information and provided over 100 group educational sessions that focused on how people can protect themselves from infection. Cambridge Teens Care About AIDS, an offshoot of the multicultural HIV Prevention Project, provided a variety of peer-led, interactional sessions for Cambridge teens. The innovative HIV prevention model, Safty Net Parties, has been offered to Cambridge residents by other community residents who were trained as facilitators by CCAA staff.

### **Commissioner of Laboratory Animals**

The Commissioner of Laboratory Animals (CLA) is appointed by the City Manager for the purpose of overseeing the care and use of laboratory animals in the City of Cambridge under Ordinance No. 1086.

Under the guidelines of the animal care and use ordinance all experiments on all vertebrate animals within the City of Cambridge are regulated.

All experiments undertaken must be in conformity with all federal, state and local statutes, ordinances and regulations concerning the welfare of animals.

Among the specific duties the CLA must perform are annual visits and inspections as well as announced and unannounced visits to animal and research facilities as needed.

Each research facility or institution must have an animal care and use committee. One member of that committee must be a community representative not associated with the research facility to be appointed by the chief executive of the research facility. The CLA must approve of the appointment or yearly renewal of the non-affiliated committee member. Fees collected from these research facilities for this year totals \$34,025.

## **Environmental Health**

Environmental Health staff, under the direction of the Commissioner of Health and Hospitals provides logistical and/or operational support for the Cambridge Biohazards Committee, the annual Household Hazardous Waste Collection Days, and radon testing of municipal buildings. Staff also participate in the activities of the Local Emergency Planning Committee under the Federal Superfund Amendments and Reauthorization Act (SARA).

Staff also assists the Commissioner in assessment of environmental impact reports as required, with the functions of the Interagency Department Heads Committee on Hazardous Materials, and with implementation of the Massachusetts Right to Know Law.

## **Tuberculosis Program**

The Department of Health and Hospitals Tuberculosis Control Program works together with the State Department of Public Health to manage tuberculosis patients in the city of Cambridge and surrounding communities. The tuberculosis case rate for the city continues to be well above the state average, placing Cambridge among the top three or four cities and towns for TB morbidity. The reason for these high TB case rates are several. Cambridge has a multicultural population with many recent arrivals from countries with high tuberculosis case rates. HIV infection is now known to be a major risk factor for tuberculosis reactivation. After Boston, Cambridge ranks among the highest Massachusetts cities for TB/AIDS cases.

Fortunately, the tuberculosis control program in Cambridge and in Massachusetts is well equipped to handle the current case rate. We now offer three clinics per week with interpreters available for a variety of languages, and both a Haitian physician and outreach worker participating. As always, our highest priority is to assure the completing of therapy for new active cases of TB. A secondary goal is to investigate contacts of active cases, and assure the completion of preventative therapy. Finally, the clinic participates in a wide variety of screening efforts for tuberculosis among nursing home employees, students, and recent arrivals.

Among the improvements in the program during the last year have been the gradual automation of record keeping for better tabulation of clinic statistics. In addition, efforts have been made to develop a cooperative program for TB screening and preventative therapy with the North Charles Center for Addictions. It is hoped that this will impact on the group at risk for both TB and HIV infections.

## **School Health**

The nurse practitioners, nurses and health aides provide immunization, first aid, episode care and health screening to Cambridge School children. During the 1990-91 school year, there were over 22,049 encounter visits tabulated from the thirteen (13) elementary schools.

School Health staff were responsible for 7,469 children registered in K through 12th grade. Hearing and vision screening was given to 4,291 children with another 1,982 children receiving postural screening.

In addition, school health staff work with the School Department, Neighborhood Health Centers, and Community agencies to integrate care. The nurses actively participate in the student support teams assisting with health teaching, counselling, and referral.

## **Neville Manor**

The Mayor Michael J. Neville Manor is a 179 bed nursing facility located on the edge of Fresh Pond. We provide skilled nursing and rehabilitation services to a population of mostly frail, elderly persons. Due to a shortage of beds in the area and Neville Manor's reputation, we consistently have all or most of our beds filled.

The past year has been a year of transition for Neville Manor. In August, 1990, Neville Manor and The Cambridge Hospital established a vertically integrated relationship. The new arrangement provides benefits for both institutions. Neville Manor can now avail itself of the resources of The Cambridge Hospital, while TCH has access to beds for patients whose care needs require a smooth transition to long term care.

In addition, Neville Manor, like other nursing homes in the country, has had to comply with new federal nursing home reform regulations. The regulations require that we provide services so that each resident can reach her or his highest practical level of physical, mental, and psychosocial well-being. On a practical level this has meant major changes in three key areas.

## **Resident Rights**

Nursing home residents retain all their rights as citizens when they enter a nursing home. Neville Manor has worked extensively to promote discussion and analysis of what this means for the residents. Our Social Work department has worked with a new Resident Rights Group, consisting of approximately 12 residents, to help them learn how to advocate for themselves. Members of this group have also considered ways in which they can educate other residents about their rights. We have also conducted numerous in-service education programs with our employees to address this issue. One of the tangible outcomes of this effort is the elimination of restrictions on visiting hours for family members of residents. In less obvious ways, we believe this effort has shifted the focus from viewing residents as dependent persons to ones who should feel empowered to control as much of their lives as possible.

## **Resident Assessment and Care Planning**

The new regulations require an extensive assessment of all of the resident's needs in every conceivable area of care including medical needs, activities of daily living, nutritional needs, rehabilitation potential, and many other areas. This assessment is performed by members of the nursing, rehabilitation, social services, recreational therapy, and nutritional services departments.

Once completed, the assessment serves as the basis for the development of an interdisciplinary care plan. It is "inter" disciplinary and not "multi" disciplinary in that the

members of the care team work together to develop the care plan, taking into account the interactions of the interventions that each profession will be attempting.

In addition, we have begun including the resident and their family members as integral participants in the development of the assessment and care plan. Their participation is valuable for the insight it provides to the history and preferences of the resident and is also consistent with our focus on the resident's right to control as much of their lives as possible.

### **Restraint Reduction**

Over the past six months, Neville Manor employees have made major efforts to reduce the use of physical restraints. A physical restraint is defined as any device which restricts the movement of the resident and from which the resident can not free himself voluntarily. Each time a resident is released from restraints, it gives her or him increased freedom. Until recently, the assumption in the long term health care field had been that restraints were necessary to prevent the danger of falls. However, new research has indicated that residents who are restrained are at higher risk for injuries than those who are not restrained.

Through careful assessment and planning, Neville Manor has managed to reduce the number of residents in physical restraints from 92 to 39. We will continue to pursue reduction in the use of physical restraints until as many residents as possible are released from restraints.

The changes we have made in the past year have resulted in our most successful annual Department of Public Health survey in years. But more importantly, we believe that the changes brought about by the new nursing home reform regulations and the new thinking in the field of long term care are contributing to a more positive environment at Neville Manor in which residents, employees, and families can enjoy a greater quality of life than ever before.

### **The Cambridge Hospital**

The progress of The Cambridge Hospital in fiscal year 1991 can be best understood in the framework of its mission statement. The mission statement describes "who we are," "why we exist," and "what we strive to achieve," and is the driving force behind the hospital's plans and decisions. Also, the mission statement represents the combined vision and commitment of the groups who authored it, and who work together to accomplish its goals: the Governing Board, the medical staff, and management group.

The Cambridge Hospital, under the auspices of the City of Cambridge Department of Health and Hospitals, and in affiliation with the Harvard Medical School, is dedicated to improving the overall health status of the community by providing patient care and teaching programs of the highest quality. Although it welcomes all in need of its services, its primary commitment is to the residents of the City of Cambridge.

The Cambridge Hospital has a unique role. As part of the City of Cambridge's Department of Health and Hospitals, we are involved not only in providing direct medical care to the sick, on a case-by-case basis, but in the

public health of the community, and in keeping our community healthy. As a teaching service of Harvard Medical School, our staff is extremely qualified and experienced in delivering health care and in training others. As a municipal hospital we have a responsibility to provide cost-effective health care. Our overriding focus is simple: to respond to the community's health care needs, and to be a patient-focused institution, where the needs of the patient come first.

Our standards are high. The quality of our services has been validated by the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The JCAHO granted the hospital a three-year accreditation in July 1990 after a rigorous survey of all aspects of the hospital's operations, including nursing and medical care, quality assurance, governance, and physical plant safety. Similarly, our services consistently pass reviews by the Massachusetts Departments of Public Health, Mental Health, and Health Care Quality, College of American Pathologists, and residency training programs.

Our leadership in community service has been acknowledged through our selection as a national demonstration site in the *Hospital Community Benefits Standards Program (HCBS)*. The HCBS is a program which allows hospital to be responsive to the unique needs of our individual community. The Cambridge Hospital is one of twenty hospitals in the country which will receive a certification site visit by early 1992 as a participating demonstration site in the Hospital Community Benefits Standards Program (HCBS). Funded by the W.K. Kellogg Foundation and based at the New York University's Wagner School of Public Service, the HCBS aims to develop a self-sustaining hospital community-benefit certification program built around a set of voluntary standards.

At the site visit The Cambridge Hospital will need to demonstrate the following: that it has a firm and explicit service commitment to a designated community which is reflected in its governance, management, and planning structure; that it makes efforts to improve health status, to address the special needs of the disadvantaged, and to contain the cost of health care in the community; that it encourages other community organizations to join in addressing a range of community health issues; and it involves all hospital constituencies, including medical staff, employees, and volunteers in its efforts. Since The Cambridge Hospital provides a wealth of community service programs, we expect that our certification will further advance the credibility and visibility of our hospital.

The Cambridge Hospital is also a principal participant in the *Health of the City Project*. With a small grant from the Rockefeller Foundation and the Pew Charitable Trust, the project has resulted in the formation of a City Consortium to set health objectives for the year 2000. The consortium brings together representatives of business. The program will enable the entire community to focus its resources in a more comprehensive way on the most serious issues affecting the health of the Cambridge public.

The consortium aims to provide a unified overview of health needs and resources as a basis for developing appropriate strategies and implementing health initiatives. In subsequent years the consortium plans to sponsor full-scale cooperative projects, which may include the following:

hypertension screening coverage, smoking prevention programs for children and adolescents, or a neighborhood program to reduce falls in the elderly.

The Cambridge Hospital, its six neighborhood health centers, and Neville Manor Nursing Home form an integrated service network that provides a wide range of preventive, ambulatory, acute, and post-hospital services, and has close ties with area providers. The Cambridge Hospital Health Care System is integrated in another important way: both patients and staff are representative of the multi-cultural and multi-lingual composition of the service area.

Much of the public's perception of hospitals is that they treat only very sick people who require inpatient hospitalization. The Cambridge Hospital goes beyond the "four walls" that constitute the traditional hospital. In addition to operating 169 beds (with medical/surgical, intensive care, pediatrics, maternity, alcohol, and adult and child psychiatry units), and 24-hour medical and psychiatric emergency departments, we operate a host of outpatient programs located at the hospital and throughout the community. Hospital-based outpatient programs include the primary care center, Cambridge pediatrics, eye service, occupational health, and addictions treatment program. As mentioned earlier, we are involved in activities which promote preventive health practices and improve the health status of the community.

Our network of health centers, located in Cambridgeport, East Cambridge, North Cambridge, Riverside, and Windsor Street areas, allows Cambridge residents to have access to top quality primary care services in their own neighborhoods. Our teen health center at Cambridge Rindge and Latin School provides primary medical care and school health services for adolescents. As part of our ongoing improvements to our health center, a new Riverside Health Center, located on western Avenue, will be constructed in 1992.

The integrated service network expanded further in 1990, when the hospital assumed the management of Neville Manor Nursing Home, a Level II and III long-term care facility. In the upcoming year we expect greater integration of our mental health services, as the hospital opens an adult psychiatry unit to accommodate the downsizing of Metropolitan State Hospital.

The Cambridge Hospital continues to serve a growing segment of our community, as evidenced in our increase in patient care volumes in the past year alone. Hospital discharges increased 12 percent, from 6108 in fiscal year 1990 to 6852 in fiscal year 1991. Outpatient volumes increased from 137,651 to 151,148 in the same period, an increase of 10 percent. Our patient population is diverse from socioeconomic, geographic and demographic perspectives. Of our inpatient discharges, Medicare, public assistance, private and commercial insurance, and self-pay each constitute approximately 25 percent. While the majority of our patients are residents of Cambridge, nearly twenty percent are from Somerville.

Given the diversity of the community, many of our staff members are bilingual. However, rather than rely on internal staff members or patient's families for translation, the hospital and health centers have trained medical interpreters. In addition to their bilingual proficiency, they can translate

medical questions, symptoms, and medical terminology with knowledge and sensitivity to the cultural issues involved. Full-time interpreters are available in Spanish, Portuguese, and Haitian-Creole, and interpreters in many other languages are available on-call 24 hours a day.

The Cambridge Hospital is committed to providing its entire community with accessibility, service excellence, and choice. It also develops programs which are responsive to the particular needs of specific populations, including the elderly, women and children, adolescents, cultural and linguistic minorities, and people at high risk for health problems.

Our services respond to the needs of the community. Many have been developed with the active involvement of community members and in collaboration with other providers. Most are unique in the services they provide, and offer services to populations which have difficulty accessing appropriate care.



**Certified Nurse Midwives Laurie Friedman and Connie Breece check on a new mother and her newborn.**

In the past three years, the hospital has expanded its community-based *obstetrics/gynecology and nurse midwifery service*. Development of this program has been supported by the Women's Health Task Force, a working group of the Health Policy Board. Our program includes prenatal care at the hospital and health centers, colposcopy clinics, and offers continuity of care between the health centers and the Cambridge Hospital. Women now have a wide choice of providers (physicians, nurse midwives, nurse practitioners), and the site where they wish to receive care.

The Cambridge Hospital offers three unique *linguistic mental health programs* for the Latino, Portuguese, and Haitian communities. Services are provided at the hospital and three neighborhood health centers which serve a diverse clientele: Windsor Street, East Cambridge, and Riverside. The team members are bilingual and bicultural, and include professionals from the disciplines of social work, psychology, community health, and psychiatry. The team provides culturally and linguistically relevant mental health services to help patients who may have endured traumatic experiences or experienced psychosocial stress in adjustment

to a new environment.

One of The Cambridge Hospital's six neighborhood health centers, the *Teen Health Center*, is located at Cambridge Rindge and Latin School. The center provides a wide range of integrated health and human services. School services include all state-mandated health services to high school students, a nurse triage and referral program, and consultation on health issues and emergency planning to school personnel. Primary care services include comprehensive well adolescent services and illness care provided through nurse practitioner-physician teams. Collaborating agencies serving teens, including Cambridge Family Planning, Cambridge Guidance Center, CASPAR, North Charles Institute for the Addictions, and Cambridge Visiting Nurses provide mental health, substance abuse, and family planning counseling and maternal and child home visit services on site at the center.



**Lee Swislow, R.N., clinical director of The Cambridge Hospital Multidisciplinary AIDS Program, prepares to treat a patient at the hospital's Zinberg Clinic.**

The *Multidisciplinary AIDS Program* provides comprehensive, culturally and linguistically sensitive care to persons with HIV infection. Services include the Zinberg Clinic, an outpatient medical clinic, the family care program, the alternative test site program, and the drug abuse and health care service program. In addition to offering a range of medical services, the program collaborates closely with Cambridge Cares About AIDS, an organization which works to

develop comprehensive client services including meals, childcare, and transportation, and which provides HIV outreach and education.

For the growing geriatric population, the hospital has a *House Calls* program which provides medical and nursing home visits to homebound elderly. The program components include medical evaluations at home by physicians from the hospital's department of medicine, nursing visits from the Cambridge Visiting Nurses Association, coordinated home care visits by Somerville Cambridge Elder Services, and mental health consultation and evaluation by the Geriatric Service. A Cambridge VNA nurse manages telephone referrals, triages patients, schedules the physician home visits, and coordinates weekly team meetings. Presently about eight patients are in the program.



**Alan Abrams, M.D., geriatrician, talks with a patient as Margaret Mary Williams, M.D., chief resident in 1991 looks on.**

The Cambridge Hospital participates in an innovative partnership for the delivery of quality health care to one of our most disenfranchised populations through the *Healthcare for the Homeless* program, which provides medical and nursing care to homeless people. Our approach to providing a comprehensive range of integrated services to address the multiple needs of the homeless is the case management team. The team includes representatives of psychiatry, social work, medicine and nursing. Services are provided in the neighborhood health centers, with regular on-site medical visits to area shelters. The team also staffs a clinic at the Cambridge Family Y.

Many of our services have been featured on a Cambridge cable series called "A Closer Look At The Cambridge Hospital." Specific programs have included the emergency department, Governing Board, and House Calls program. The hospital has also developed a Directory of Physicians and Services which describes the broad array of services and providers available in The Cambridge Hospital system. Copies of the directory are available through the public relations office.

Every effort is made to foster a working environment which encourages personal and professional growth, and which recognizes the value and importance of each



employee. Accordingly, care provided at TCH is marked by warmth and compassion, and is respectful of the dignity of every person.

Three major efforts of the upcoming year are directed at improving the work environment: development of a child care center for hospital employees; planning for the construction of a new ambulatory building, and integrating the total quality management approach in our organization.

The hospital's efforts in developing a child care center for its employees is one way by which it hopes to retain and recruit high quality staff members. The hospital is following the lead of other corporations and hospitals in developing employer-sponsored child care which is convenient (on or near-site), affordable, and representative of the diverse work force. Presently we are pursuing a collaboration with the City of Cambridge Department of Human Services. Our hopes are to begin enrollment in fall of 1992.

We are also continuing a master facilities planning process which reviews the space and location of functions on our hospital campus and will begin the development of a new building to house our growing ambulatory services. The building will be programmed and designed with the orientation of delivering excellent ambulatory care, with convenient parking, registration, appointment scheduling, and support functions, and with modernized space for clinical activities. This new endeavor follows a number of major renovation and building projects which have taken place in the past few years, and include the following: Teen Health Center, Birthing Rooms, Child Assessment Unit, North Cambridge Health Center, Surgical Service, Diagnostic Center, Adult Psychiatry Units (1992), Riverside Health Center (1992).

Looking back over the past few years, The Cambridge Hospital has made strides in improving operations and fiscal health of the institution, developing innovative services, and developing modern facilities. One of our priorities for the upcoming year is to embark on a Total Quality Management process, which will enable us to translate our mission into tangible and meaningful measures of performance, and will allow the notion of quality to become further ingrained in the way we operate all the time, throughout the organization.

Borrowed from medium to large industries and used in other service corporations, total quality management in health care organizations involves searching for underlying causes to improve processes and functions, while constantly increasing the quality of care that patients receive. Typical quality improvement projects can range from reducing the time it takes for a nurse to answer a patient's call light, keeping track of employees' vacation time, increasing the percentage of women who are screened for breast cancer, to improving turnover in the operating suite. Staff at all levels of the organization are trained to identify "symptoms" and problems before they occur, utilize data to analyze information, and work with others to develop solutions.

Total quality management is a natural next step for The Cambridge Hospital because it encourages broad participation, fosters collaboration, and relies on multi-disciplinary problem-solving teams. Teamwork, on the part of the City Council and city management, our Governing Board, medical staff, and employees has enabled the hospital to pro-

gress to where it is today. We are extremely proud of our efforts, and want to again underscore our passionate commitment to continuous quality improvement, to meeting our patients' needs first, and to providing excellent health care for the entire community.

## Human Services

The Department of Human Services, formed in 1980 to develop and coordinate programs and services to enhance the quality of life for Cambridge residents, accomplishes this task through the divisions of Planning and Development, Child Care, Council on Aging, Community Learning Center, Community and Youth and Recreation, and the Fuel Assistance Program. Services and support are provided by approximately 170 year-round and 200 seasonal employees operating out of 37 locations throughout the City. Over the past 11 years, programs and services have expanded in response to the needs of the community particularly in the areas of childcare, homelessness, literacy and substance abuse and violence prevention for teens. This past year, the delivery of services was adversely impacted by the devastating cuts in most areas of the Commonwealth's funding for Human Services which resulted in an increased demand for services from the City. With guidance and assistance from the nine member Human Services Commission, the Department responded to this increased demand by initiating collaborative projects with the School Department, community groups, the business community, area agencies and foundations. These efforts resulted in a new school age childcare program located at the Fletcher School; a new multiservice program for Haitian elders at the newly renovated Willis D. Moore Youth Center; co-sponsorship with the Somerville Council on Aging on a Geriatric Outreach Substance Abuse Program; the donation of a new bus from the Cambridge Trust Company for transporting elders and special needs children; the opening of a City-wide Youth Employment Office; and, the award of a federal grant to fund a ROC (Reclaim Our Community) Coordinator to assist in the fight against drugs in our community.

Anticipating further reductions in state and federal funding for many of the area's non-profit agencies which provide a rich array of programs and services to the community, the Department, in conjunction with the City Council's Human Service and Youth Committee, has initiated a comprehensive review of the human services delivery system in the City. At the same time, efforts will continue to expand services and programs in the existing priority areas: after-school programming for children in grades four through six; development of an Area IV Teen Center; employment services and opportunities for teens; violence prevention, substance abuse, prejudice reduction and adolescent health; and, expanded training in Child Abuse Awareness and AIDS education.

## Commissions

The Commission for Persons With Disabilities (formerly known as the Handicapped Commission) continued its role as the information and referral arm of the City for questions regarding disability-related issues such as housing,

access, transportation and employment. During the past year, the Commission expanded its membership to include representation from the deaf community. A new subcommittee for the Blind/Deaf and Hard of Hearing was formed which will develop recommendations regarding how the City can be more responsive to persons with communication impairments. Another subcommittee drafted minimum guidelines for handicap access in response to a City Council order that all City functions open to the public be held in accessible locations, and in anticipation of the implementation of the Americans With Disabilities Act which requires all places of public accommodation to be handicap accessible. Designs for access modifications to the War Memorial complex and main library were also finalized with construction to be completed next year. The Commission will continue to work closely with developers, owners and architects to improve compliance with access regulations and will continue its ongoing program and advocacy initiatives in the areas of parking, transportation, education and reasonable accommodations.

The Civic Unity Committee continued its proactive approach to cross-cultural, interdenominational interaction through workshops, seminars and other organized activities. As an advocate, the Committee works with individuals in an effort to promote minority participation on all levels of local government and community affairs.

#### **Low Income Fuel Assistance Program**

The City of Cambridge is the only municipality currently operating a fuel assistance program in the Commonwealth. Both Cambridge and Somerville residents are eligible for these services. The program served approximately 4,000 recipients this past year with an annual budget of \$1.5 million dollars. Participants in the program are provided with financial assistance for utility bills along with advocacy, and information and referral services to other assistance programs.

#### **Planning and Development**

The Planning and Development Division continued to work with the Commission of Human Service Programs, the Mayor and City Councilors and a number of community groups to identify human service needs among Cambridge residents, and to help mobilize resources to meet those needs. Staff provided assistance to the Mayor and the Children and Youth Policy Advisory Committee leading to passage of an ordinance creating the Kids' Council, which will work to implement the Children and Youth Policy throughout City departments and the community. The Substance Abuse Task Force, a citywide coalition staffed by the Planning and Development Division was successful in obtaining \$1.5 million from the federal Office of Substance Abuse Prevention, to be used for the Community Partnership project over the next five years.

In October 1990, Councillor Jonathan Myers convened the Human Services Strategic Planning Committee, a group of City officials and non-profit service providers, under the auspices of the City Council's Human Services and Youth Subcommittee. In response to concerns about how the parts

of the human service system interrelate, especially in the face of State funding cutbacks, staff worked with the Planning Committee to survey local providers with regard to funding patterns, caseloads and related factors for fiscal years 1990 and 1991. The Planning Committee also joined with the Human Services Commission and the Council's Human Services and Youth Subcommittee to conduct a public hearing on human service needs in February, 1991.

Pursuant to findings of a study last year which revealed the need to develop appropriate supportive and transitional housing options for some target groups among the homeless, a cooperative apartment project for formerly homeless mentally ill persons was opened in early summer. The City provided planning assistance and funding for the management of the facility, now operated by North Suffolk Mental Health Association; the Cambridge Housing Authority provided rental subsidies for the ten individuals who share five apartments; the Cambridge/Somerville Mental Health Center provided a part-time Housing Coordinator and intensive case management services to clients in residence. Staff continue to seek opportunities for the development of supportive housing for special populations, including both families and individuals.

The MultiService Center continued to offer emergency casework, elder housing assistance, the Housing Search Program for families, and transitional housing program for men at the YMCA. In addition to these City services, Shelter, Inc., the Department of Mental Health, St. Paul's AME Church Furniture Bank and the Teens in Transition Resource Center/Cambridge Family and Children's Service and the Building Futures employment program for homeless persons also offered assistance at the Center. The Cambridge Fund for Housing the Homeless is of invaluable assistance in helping clients of the MultiService Center obtain or maintain permanent housing. A number of private donations were made to the fund this year, including \$4,000 from the Cambridge Council of the Greater Boston Real Estate Board and \$363 from Boston Marathon participants at the Volpe National Transportation Systems Center facility in Cambridge.

In January 1991, Adolescent and Family Services staff coordinated a well-attended conference on teen issues held at Tufts University. Another new initiative developed by City staff in this area was the Parent to Parent mentoring program, now provided by Cambridge Family and Children's Service under contract with the City.

During FY91, the Division's Planning and Grants Management staff administered \$281,857 in Community Development Block Grant funds to 15 community agencies for a wide range of human service programs, in addition to separately funded programming at the Community Learning Center and the MultiService Center. Staff were also responsible for administration of \$72,000 in McKinney Emergency Shelter Grant funds which were divided among eight local programs. The Division managed the Summer Nutrition Program for children at 18 sites in Cambridge, as well as funds received from the Federal Emergency Management Administration.



## Council on Aging

The Council on Aging served over 7,000 elders this past year in three program locations. The North Cambridge Senior Center increased participation this year by 30%, serving over 900 different individuals at its site at 2050 Mass. Ave. Some of the highlights at the Center included hosting the Little Brothers of the Elderly to serve Christmas meals to 140 homebound seniors; providing a variety of health screenings including podiatry, hearing, skin cancer, cholesterol, vision, flu shots and blood pressures; offering workshops on the new health care proxy law, Homestead Exemption, and long term care insurance; trips to the Museum of Art and Museum of Science, and monthly mall trips.



**First anniversary celebration of Grandet An Aksyon, a program of the Council on Aging for elder Haitians.**

The Council on Aging celebrated the First Anniversary of its elder Haitian program, Grandet An Aksyon, serving over 100 elders and their grandchildren through a weekly program based at the Moore Youth Center. Elder Haitians took English lessons, participated in exercise classes, received information on benefits, and enjoyed lunch and outings together. The COA received a \$10,000 grant from Community Development Block Grant funds to continue this important program.

This year board, staff and volunteers of the COA conducted a phone survey of 200 elders in Cambridge to find out their greatest needs. The results of the survey will be used to help plan programs to offer in the future.

The Cambridge Trust Company donated a new 25-seat van to the City to be shared by the COA and special needs children in Recreation. The COA has now been able to offer shopping assistance to frail elders unable to shop alone and to expand transportation to well elders to area shopping centers and malls. More than 50 elders per week participate in the shopping shuttles. Additionally, the Council has been able to increase transportation outings to area nursing homes. During the summer months, weekly excursions for residents of Harvard Manor and the Cambridge Nursing Home are offered while in the fall and winter, a monthly outing for lunch and a movie at the North Cambridge Senior Center are scheduled.

The COA co-hosted a large advocacy gathering at the

Averof restaurant where more than 300 elders came to learn about the state budget and how they could effectively speak out on behalf of senior issues. The Council continues to assist elders in local, state, and national advocacy issues through its monthly newsletter, "Newlines".

The Council began fundraising efforts by co-sponsoring along with the Recreation Division the Fifth Annual City of Cambridge Five Mile Road Race. Through the hard work of many senior volunteers, board, Department of Human Services staff, local businesses and corporations, the Council was successful in securing Harvard University as a major sponsor and in raising \$22,000 for senior programming. The Council is also in the process of applying for 501C3 status to expand fundraising capacity as plans for building a new senior center for Cambridge progress. The COA has been investigating potential sites for the new center. A Citywide Planning Committee has been formed composed of elders and service providers to plan for the services, space needs, operations, and financing of the Center. Some of the existing services that are offered at scattered sites will be consolidated into the new center including COA offices. The new center will be a multiservice center where seniors will be able to come for a large variety of programs and services under one roof.

## Childcare

The Department of Human Services Childcare Division, still the largest provider of childcare in the City, operates nine School-Age programs located in the Gately Shelter, the Fletcher School, the Graham and Parks School (2 programs,) the King School (2 programs), the Maynard School, the Harrington and Morse Schools.

The School-Age programs expanded to nine with the opening of the Fletcher site. This program has been fully enrolled and maintains a wait list. All of the School-Age programs were re-licensed by the Office for Children, the state licensing agency. Programs are now able to enroll children up to age fourteen. This age expansion will take place in FY92 at the King and Graham and Parks locations.

Pre-School Programs, located in the Gately Shelter, Haggerty School, Longfellow School, and the King School enjoyed the benefits of the Literacy Connections project, a collaboration of the School Department and the Early Childhood Advisory Committee. Three of the four programs were selected to receive these valuable resources.

Both the School-Age and the Pre-School Programs sponsored several successful fund-raising events. These included: a car wash, Kool Aid stands, bake sales, collaborations with Community School events such as the Kwanza Fair at the King and the Flea Market at the Longfellow. In addition, the Graham and Parks School-Age Program raffled a hand painted quilt made by the children. The quilt was displayed at 51 Inman Street and was won by a child enrolled in the program. The Haggerty Pre-School raffle was yet again a tremendous success.

Scholarship support for families continued to be provided by the City. However for the first time, the number of requests far exceeded the available funds. 117 families received scholarship awards, in addition to the 23 DSS School-Age and 13 Pre-School slots, totaling 153 families,

almost half of the families enrolled. Nevertheless, there were still many families who could not pay the base tuition rates and therefore could not be enrolled. Fundraising events will continue on a larger scale to help with these efforts in the up-coming year.

During this past year, the Childcare computerized billing, enrollment and wait list system was evaluated for the possibility of networking the system to the City's main computer in City Hall. This conversion will be completed in FY92. Additionally, the Childcare Division assisted the City Council staff to establish the Childcare space in the Ackerman Room in City Hall which is available to parents during City Council meetings and other events.

The Childcare Division continues to work closely with the School Department to provide interested families with information and materials needed to enroll children in the School-Age programs.



**Community Learning Center graduates with their friends and family at their graduation ceremony, June 20, 1991 at the Morse School.**

### **Community Learning Center**

The Community Learning Center provides adult education in four major program areas: English as a Second Language (ESL), Adult Basic Education (ABE), GED preparation, and the Adult Diploma Program. All classes are free, and academic and vocational counseling are available for students. In FY91, close to 1,000 students were served at the main location at 19 Brookline Street and at satellite locations at the Fletcher and Maynard Community Schools, the Central Square Library, and two family shelters. In spite of the loss in October of a major grant through the Cambridge Housing Authority, the Learning Center received \$460,000 in grants and contracts (primarily state and federal funds) in addition to municipal revenues.

In response to student requests as well as changing priorities of some funders, a greater emphasis was placed on providing intensive services to a slightly smaller number of students. The morning ABE program was expanded from 12 to 20 hours per week primarily but not exclusively serving welfare recipients. The program was very successful, with an extremely low attrition rate and some remarkable gains

in reading and math ability. Beginning English as a Second Language students were very pleased to have the opportunity to attend classes 6 hours a week in the evening, an option previously available only to morning students. The program for immigrants who were eligible for "amnesty" under the Immigration Reform and Control Act was expanded so they could continue to receive services after the initial qualification. Over 100 volunteers were trained to assist teachers in the classroom and to give students individualized instruction in addition to their class time.

On request from the City's nursing home, Neville Manor, classes were organized to provide their employees with oral and written communication skills to improve their job performance. An 18-month grant from the Federal Department of Labor was received in May to continue that program and to start a similar one at The Cambridge Hospital.

Educational and counseling work with homeless parents at the YWCA and Hildebrand Family Shelters continued and was expanded to include other homeless adults, including some from the Salvation Army and the York Street Shelter.

The Student Advisory Committee, consisting of one representative from each class, met monthly to discuss ideas for changes in the programs, to organize fundraising activities and social events, and to conduct a program evaluation. Two issues of the "CLC News," a new student newspaper, were published.

The year began with a move to a new and attractive facility on Brookline Street and an open house to acquaint the community with the new location. It ended with a very moving graduation ceremony for the 54 students who had worked so hard to obtain a high school credential.

### **Recreation**

The Recreation Division maintains responsibility for the development, implementation and supervision of year-round city wide and neighborhood recreation programs and facilities. During FY91, the Mayor Thomas W. Danehy Park, a fifty acre site built on a former landfill, was officially opened to the public. Facilities at the Park include; softball, football, and soccer fields; tot lots; bocce and horseshoe courts; picnic areas; sledding and cross country skiing areas; jogging and biking paths; and an exercise station. In addition, the Division played a major role in the planning of renovations to the adjacent St. Peter's Field. Other capital projects during FY91 included the new Area IV Youth Center; renovations to the Kennedy School/J.J. Ahern Field; and restoration of Cambridgeport playgrounds. Also, the Division continues to play a major role in the City's Open Space Planning Committee comprised of representatives from the City Manager's Office, Public Works and Community Development Departments.

The Division was once again responsible for the Fifth Annual City of Cambridge 5-Mile Road Race. This year's race, "Stride for Seniors", was co-sponsored with the Department's Council on Aging Division. The race attracted close to 400 participants and raised over \$20,000 for the City's senior program.

The Division's Summer Playground Program provided activities and staff at various city playgrounds and tot lots.

Special events included the First Annual Red Auerbach Basketball Tournament for youth from Cambridge and surrounding communities; participation and planning of a summer concert series for Cambridge youth; and joint sponsorship of the Seventh Annual InterCity Baseball Tournament with the Somerville Recreation Department. In addition, the staff was responsible for the annual Neville Manor Picnic for Cambridge senior citizens.

The War Memorial Facility offers a variety of swimming programs and recreational activities for Cambridge children and adults. During FY91, the facility continued to experience increased participation in children and adult swimming classes ranging from water babies, toddler, preschool and elementary age lessons to beginner, advanced beginner and water safety instruction for adults. Participation has increased so much that the Recreation Division will be instituting a mail-in registration format for FY92 in order to allow for equitable access to programs.

In addition, both the War Memorial Pool and the Gold Star Pool continue to be the main provider of swimming instruction for Cambridge agencies and camps. The War Memorial Facility is also the main site for providing recreational programs in gymnastics, low-skilled movement and tennis for children; and aqua aerobics for adults. Drop in activities are also offered in soccer, basketball, volleyball and jogging.

This past year, over 2,450 individuals participated in the Division's 90 team summer softball league and the 40 team winter and summer basketball leagues. The Division has continued its fee policy for athletic field permits to offset increasing maintenance costs.

The Special Needs Program offers year round recreational opportunities for participants ranging in age from preschool to young adults. During this past summer, members of the basketball, swimming and weightlifting team were selected to represent the state in the International Games of the Special Olympics in Minnesota.

The Recreation Division also manages and maintains the Thomas P. O'Neill, Jr. Golf Course at Fresh Pond. The nine hole course is in operation from April through November and is fully supported by greens fees and membership registration.

## **Community and Youth**

The Division of Community and Youth Services supports a network of neighborhood-based operations that provide a variety of educational, recreational, social, and cultural enrichment services for all age groups.

This year saw the extension of the work of the Area IV Crime Task Force with efforts to replace the task force and create a citywide safe neighborhoods network. The Area IV Crime Task Force created 3 sub-committees: Education, which sponsored the Second Annual Drug Free Fair funded by local businesses; Outreach, which put out three issues of a newsletter translated into Spanish and Creole and distributed to every household in Area IV; and Youth Center Committee, which worked extensively with the architect to design a youth center for Area IV. The Task Force's work was greatly advanced by the hiring of a coordinator with federal ROC (Reclaim Our Community) funds.

Working with the Neighborhood Councils, the staff of the Community Schools Program worked to develop programs and services which reflect the interest and needs of individual neighborhoods. The range of programs offered include: afterschool children's activities; adult education and enrichment courses; cultural and referral services; holiday events; and vacation programming. In this past year, summer camps were offered for children which included the full day citywide "SuperCamp" operating at 3 sites and 5 individual neighborhood camps.

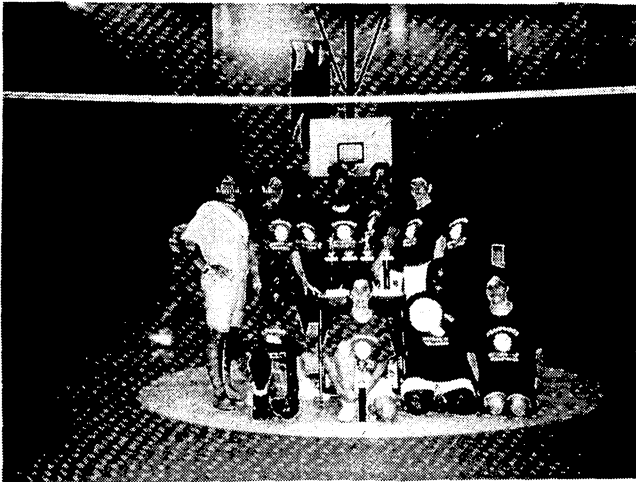
This year the Community Schools Programs provided service to 6064 children, 1678 adults and 4544 seniors. In addition, program attracted over 6,577 participants to such special events as neighborhood potluck dinners, children's dance and theater performances, trips, Halloween parties, Black History Month Celebration, a Citywide Holocaust Memorial Week, and neighborhood arts festivals. Community Schools Programs also developed and implemented many fruitful collaborations with other agencies such as the Cambridge Multicultural Arts Center, Community Art Center, the Strand Theater, Cambridge Camping, Cambridge School Department, the Arts Council, and the Mayor's Office. The Multicultural Task Force expanded to include all divisions of the Department and offered two cultural early release day events for children, a second rousing gospel concert, and department-wide racial awareness trainings. Other active committees were the Citywide Council, which is undertaking fundraising, and the Preteen Committee, which initiated a citywide preteen program. In summer programming, the division continued Arts in the Park activities, Supercamp, neighborhood camps and the new summer concert series.

The Cambridge Performance Project Inc. entered its sixth year and offered 13 classes in 7 schools serving 200 children. It continues to receive outside funding from the Massachusetts Cultural Council and local corporations and foundations. The Project extended its outreach to linguistic minorities and economically disadvantaged, brought in \$62,780 in outside funding, tuition and grants, and launched Back Porch Dances, an intergenerational, multiracial performance group.

The City's Youth Programs operated out of 6 youth centers at Cambridgeport, East Cambridge, Gately, Willis Moore, Longfellow, and West Cambridge, and 5 drop-in sites at Harrington, Kennedy, Tobin, Roberts/Maynard, and Fletcher. This network of neighborhood teen sites provides youth with a variety of programs and services geared to enhance the quality of life of Cambridge youth. This year, continued emphasis was placed on the development and implementation of substance abuse awareness and violence prevention workshops at all centers. In addition to the educational component, the Youth Program network provided recreational leagues in such areas as flag football, basketball, and floor hockey, along with the successful 6th Annual Youth Games event involving over 400 youth.

This year also saw the implementation of a Citywide Preteen Pilot Program which was a Youth Program/Community School collaboration for adolescents from across the City to interact both socially and educationally. Violence Prevention workshops incorporated Gang Peace Organization and a visit to the Billerica House of Correction in addition to

the introduction of the Cambridge Cares About Aids Peer Leadership Program, CASPAR/Alcohol trainings for staff and the first Mayor's Cup Female Volleyball Tournament.



Members of the West Cambridge Volleyball team proudly display their trophies won at the First Annual Mayor's Cup Volleyball Tournament.



Participants eagerly await the start of a race at the 1991 Youth Games. The event drew over four hundred participants.

## Veterans Services

Veterans Services currently provides advocacy and financial assistance to Veterans who have served honorably during WWI, WWII, The Korean Conflict, Vietnam Era, Lebanon, Grenada, Panama and the Persian Gulf.

During FY91 the Department processed over 500 applications including Veterans Affairs Claims for Death and Disability, Burial Plots and Grave Markers; assisted pensioners with their V.A. Eligibility Valuation Reports.

Veterans Benefits in accordance with Massachusetts General Laws, Chapter 115 granted financial assistance for living expenses and medical costs to needy and eligible applicants. These payments are reimbursed to the City by the Commonwealth at the rate of 75 percent.

The Department was involved this year in projects

originated by the City Council in connection with the Persian Gulf Operation such as the construction of a plaque with the names of residents who have served in Operations Desert Shield and Desert Storm; a photo-manage of service persons and their families exhibited in City Hall and a "Welcome Home Rally" held on Cambridge Common on April 7, 1991.

The Veterans Services Department in connection with the Mayor's Commission on City Monuments began the process of erecting new signs with appropriate biographical information honoring those Cambridge Citizens who were killed as a result of enemy action.

In coordination with the Cambridge Veterans Organization the Department manages the Patriots, Memorial and Veterans Day Observances.

Cambridge Veterans and their dependents received V.A. Benefits in excess of seven million dollars during FY91.



Mayor Alice Wolf and members of the City Council with Veteran's groups during the Memorial Day exercises in front of WWII lot at the Cambridge Cemetery.

## Commission on the Status of Women

The Cambridge Commission on the Status of Women was chartered by ordinance of the Cambridge City Council on October, 1977 to "act as a centralizing force in the City of Cambridge and the community to deal with all women's issues...(and) to take such action as the Commission considers appropriate to ensure the equal status of women of every race, creed and color, national origin, age and sexual preference."

The Women's Commission has established three main areas of work: Health and Safety, Economic Justice and Housing. During the Spring of 1990, women's safety became a major focus. In response to several violent attacks on women, the Women's Commission organized a public meeting attended by nearly 400 residents and implemented three safety awareness workshops for women which were held in community schools. The Commission was asked to consult with the city of Somerville on developing a new police policy regarding publication of information on sexual assaults.

The Commission convened a series of meetings with local campus representatives to share and coordinate resources to prevent and respond to sexual assault. Safety and health officials from Harvard University, MIT and Lesley College have agreed to work with city departments in this area. Working with students at Cambridge Rindge and Latin School, the Commission co-sponsored a march and rally, "Women Against Violence and for Equality" to celebrate International Women's Day by challenging violence in the family, the community and the world.

The state budget cuts were the focus for the Commission's Economic Justice agenda. Members and staff lobbied the legislature against massive cuts in services for women and children and developed educational materials emphasizing fair taxes for adequate revenue to fund key programs.

In the area of Housing, the Commission has begun work with the Family Center project at the Roosevelt Towers public housing development. The Family Center provides counseling services and programs for women residents and their children which are geared to engendering self-confidence and community strategies for solving problems.

The Commission continues to play a key role in a volunteer cable television production group, Cambridge Women in Cable TV, which produces an award-winning monthly cable TV show on women's issues which airs on Cambridge Community TV.

## **Human Rights Commission**

The Human Rights Commission was created under the Human Rights Ordinance in 1984 to ensure that Cambridge would be a city of true equal opportunity for all of its people. The Commission implements the policies established by the ordinance, which prohibits discrimination in housing or real estate transactions, employment, credit, education, public accommodations and the delivery of city services, on the basis of race, color, national origin or ancestry, religious creed, sex, age, sexual orientation, disability, marital status, family status, military status, or source of income.

The Commission is authorized to receive and investigate complaints, mediate, issue final investigative reports, hold public hearings, impose fines and seek other remedies, including damages and injunctive relief, and present findings to the City Manager and to other government agencies.

The Commission is mandated to work with the City Manager and his assistants on all matters pertaining to the human rights of the citizens of Cambridge. The Commission is empowered to further the policy of the City to encourage harmony and mutual respect among its inhabitants and visitors and to reduce the tensions and strife caused by discrimination. It is the duty of the Commission to ensure that all city departments, agencies, employees and contractors conduct city business and deliver city services to all persons in a non-discriminatory manner.

## **Accomplishments and Achievements**

### **Public Education**

Public Education on civil rights issue has been a major focus of the Commission's work in the past year. Commission staff made dozens of presentations to community groups on fair housing issues, hate crimes, immigration issues, affirmative action, and other human rights concerns. The Commission increased its outreach to the elderly, persons with disabilities, and those who do not speak English by making special presentations to groups in those communities, and establishing itself as a resource for other agencies who serve them.

### **Community Network**

The Commission continues to be an active member of the Greater Boston Civil Rights Coalition, the Cambridge Fair Housing Committee, and the Community Housing Resource Board. Working with representatives from other human rights commissions around the state staff helped establish the Massachusetts Human Rights Commissions Network, which produced state-wide conferences on the role of Human Rights Commissions, and how municipalities can respond to hate crimes.

The Commission's participation in the AIDS Discrimination Work Group continued, which led to the establishment of an AIDS Discrimination hotline and the development of a resource guide and informational brochure.

Commission staff participated in the Greater Boston Fair Housing Summit, and a regional conference on the Skinner Decision. Staff and fair housing advocates from several other cities formed the Fair Housing Working Group, and are planning the production of a training video on fair housing.

In response to civil rights issues raised by the Persian Gulf conflict the Commission joined with other immigration advocates to form the Emergency Civil Rights Coalition in an effort to ensure that the human rights of all persons are respected and protected.

The Commission continued its active participation in the International Association of Official Human Rights Agencies, and in the Lavender Law Conference on Gay and Lesbian Rights.

### **City Resource**

One of the most important functions of the Commission is to serve as a resource for the city and its agencies. Commission members and staff were part of the committee which revised the city's affirmative action plan. Staff continued to conduct civil rights training at the Cambridge Police Academy. Staff worked with the Commission on Disabilities and the Women's Commission on various employment and public accommodation issues which affect the city. The Commission began work with the Community Development Department to plan training on various civil rights issues for all recipients of Community Development Block Grant funds. Staff continued to respond to inquiries

and requests for advice and assistance by various city agencies and community groups regarding: employment, fair housing and other issues.

The Commission staff drafted the city's proposed Fair Housing Ordinance and accompanying Home Rule Petition, which was unanimously adopted by the City Council. The Petition has been filed with the legislature, and awaits passage to that the Ordinance can be enacted.

During the past year the Commission responded to several hundred requests from the public for information and referrals.

## Enforcement

During FY91 the Commission received 57 formal complaints of discrimination, and dealt with dozens of other complaints on an informal basis. The Commission is certified by HUD as a Substantially Equivalent Agency, and through its contractual relationship with HUD resolved 13 fair housing cases which alleged violations of the Federal Fair Housing Act.

Of the 57 cases filed in FY91, 47 were resolved and 10 remain open. 14 cases that were filed prior to FY91 were also resolved.

The following is a breakdown of the cases filed in FY91 by category (N.B. some cases were filed under more than one category):

|                          | Employment | Housing/Real Estate | Public Accommodation | Education | Total |
|--------------------------|------------|---------------------|----------------------|-----------|-------|
| Race/Color               | 10         | 7                   | 3                    | 0         | 20    |
| Sex                      | 3          | 3                   | 1                    | 0         | 7     |
| Age                      | 1          | 0                   | 0                    | 0         | 1     |
| Religion                 | 0          | 0                   | 0                    | 0         | 0     |
| National Origin/Ancestry | 5          | 4                   | 3                    | 1         | 13    |
| Sexual Orientation       | 2          | 4                   | 0                    | 0         | 6     |
| Marital Status           | 1          | 3                   | 0                    | 0         | 4     |
| Family Status            | 0          | 4                   | 0                    | 0         | 4     |
| Military Status          | 0          | 0                   | 0                    | 0         | 0     |
| Source of Income         | 0          | 6                   | 0                    | 0         | 6     |
| Disability               | 2          | 11                  | 0                    | 0         | 13    |

## The Schools

The national spotlight focused on the Cambridge Schools during fiscal year 1991, designating Cambridge as a system on the leading edge of educational reform.

The Cambridge "Controlled Choice" school desegregation program gained national note as a model and a guidepost for parental choice and school desegregation for communities from Hawaii to Florida. The program was praised for its success in publications including *Time Magazine*, *Fortune*, *the Christian Science Monitor*, *The New York Times*, and *The Honolulu Journal* during the past year.

In addition to lighting the way for school choice programs, Cambridge also set standards in academics. While the remainder of the state demonstrated a decline in Massachusetts Basic Skills scores, Cambridge students exhibited a 14 percent increase between 1987 (62%) and 1990 (76%).

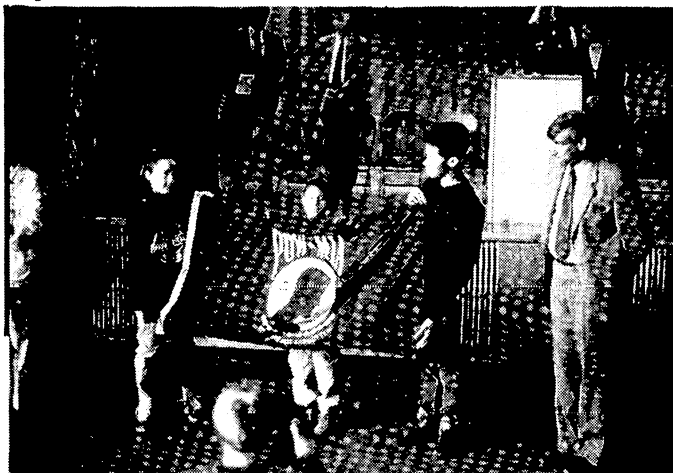
Cambridge's concentration on academics was also reflected in the recognition of students' achievements.

Cambridge Rindge and Latin School was one of only twenty schools in the nation selected by the Ford Foundation as a "Ford Model School" and granted the opportunity to add to its faculty Russian language instructor Vera Denisova of USSR's Gorky Institute for Foreign Languages.

CRLS was also chosen by reporter William Morley, as

one of the nation's outstanding high schools in the video special, "All Our Children," a public television documentary.

The Maynard School was granted international recognition for the success of its Amigos Program, a Spanish/English integrated immersion language program. That program was also cited as, "Exemplary" by the State Department of Education.



Fitzgerald Elementary School students display POW-MIA flag during Veterans Day ceremonies.



CRLS students ranked high on the National Merit examinations. Jesse Hegert, Sheila Kennedy, and Anika Larsen each achieved Merit Semi-finalist status.

Thirty-two scholastic art awards were shared by 19 CRLS students in the Boston Globe Scholastic Art Competition. In addition, art awards were won by Matthew Brackett, who received the New York Scholastic Gold Medal, and Tinuloa Adewole and Kuei Chen Chang, who were, "Young At Arts," Wang Center winners.

In music, CRLS student Gordon Beeferman won a state-wide award for a jazz composition and had the privilege of playing his music with renowned jazz trumpeter Winton Marcelis.

The CRLS *Register Forum* newspaper was presented, "The Highest Achievement Newspaper Award," by the Scholastic Press Forum and won 6 first place awards in competition with high school publications in New York and New England.

The CRLS Science Team, in a competition that included forty schools state-wide, won second place in the Massachusetts Science Olympiad. The Dramatic Department, for the fourth successive year, topped the Massachusetts State Drama Festival.

At the elementary level the Agassiz School's four member chess team of Brian Durna, Dan Clark, Boudu Bingay and Adam Fogel, swept the State Junior High School Chess Championship, although Adam was only a fourth grade student.



**Kennedy School student Christopher Cataldo ponders his first step toward high school, as he awaits his diploma during elementary school commencement exercises.**

The Graham and Parks Alternative Public School continued to maintain its nationwide status as a "Carnegie School," a guidepost for educational innovation.

Statistically, 65 percent of CRLS graduates continued their education at college or institutions of higher learning. CRLS is represented this year from neighboring Harvard and M.I.T. to the University of Southern California and University of Oregon.

During FY91 Cambridge Schools served 7,757 students—4,998 of those pupils attended one of the city's 13 elemen-

tary schools, 2,078 attended high school and 681 were enrolled in ungraded classes for special needs children. The total school population rose by 122 in FY91 above the previous year. In FY91 a staff of 772 teachers, 20 less than FY90, instructed in our school. School administrators positions were reduced from 87 in FY90 to 86 in FY91, and teacher aides remained constant at 78 individuals between FY91 and the previous year. The FY91 \$68.7 million school budget was allocated to provide direct services to children and the establishment of new programs, particularly in the area of science and kindergarten.

Funding for the city's schools was provided through property taxes (\$46.8 million) and by state aid (\$21.7 million).

The private sector offered strong support for public education. A joint effort by Lesley College and the Weiss Foundation established a multi-million dollar fund to assure assistance to 67 Harrington third grade students and offered, upon their completion of high school, full college tuition and expenses.

Lotus Corporation, through the efforts of the Cambridge Partnership for Public Education, provided the Harrington School with a "Parents as Partners" computer project at a cost of seventy thousand dollars. This program offers computer education to pupils and their parents in a cooperative learning program.

Continued assistance was received from Polaroid Corporation and from Draper Laboratories. Both corporations have provided on-site instruction for elementary and high school students and offered monetary support for a number of projects including the much respected CRLS music program.

Cambridge schools are noted for their multi-culturalism and ethnically and racially diverse population. Cambridge students represent 70 different nations and speak, as their first language at least one of 46 different languages or dialects.



**Kennedy School 7th grade students pose before a 14 by 6 foot banner stating "A Drug Free Community Is Our Future," developed in teacher Niki Baccus' art class as part of Area IV Crime Task Force effort.**



# FISCAL YEAR 1991 - CAMBRIDGE FACTS ON FILE

## GENERAL

Population: (Source: 1990 US Census Bureau) 95,802  
 Area (square miles) 6.26

## POPULATION CHARACTERISTIC (Source: 1990 US Census Bureau)

|                 | 1980  | 1990  |
|-----------------|-------|-------|
| White           | 82.3% | 75.3% |
| Black           | 10.9% | 13.5% |
| Asian           | 3.8%  | 8.4%  |
| Native American | 0.2%  | 0.3%  |
| Other           | 2.8%  | 2.5%  |
| Total           | 100%  | 100%  |

Hispanic Origin 4.8% 6.8%  
 Persons of Hispanic origin may be of any race.

## GOVERNMENT

Founded: 1630  
 Date of Incorporation as a City: 1846  
 Form of Government: Council/Manager  
 Mayor: Elected by the Council  
 No. of Councillors: Nine

## FINANCE

City Budget: \$247,329,340  
 School Budget: \$ 68,773,465  
 Number of Full-time City Employees: 2,212  
 Number of School Full-time Employees: 1,145  
 Total Assessment: \$ 8.6 Billion  
 Bonded Indebtedness: \$63.9 Million  
 Tax Rate - Residential: 10.13  
                     Commercial: 19.15  
 Excise Rate: \$25 per thousand

| BLOCK   | ANNUAL CONSUMPTION | WATER RATE | SEWER RATE |
|---------|--------------------|------------|------------|
| Block 1 | 0-40               | 1.27       | 2.04       |
| Block 2 | 41-400             | 1.36       | 2.17       |
| Block 3 | 401-2,000          | 1.45       | 2.33       |
| Block 4 | 2001-10,000        | 1.55       | 2.51       |
| Block 5 | over 100,000       | 1.66       | 2.66       |

All general consumption and rates are measured in hundreds of cubic feet.

## PUBLIC SCHOOL SYSTEM

Elementary Schools: 13  
 High Schools: 1  
 Number of Students: 7,757  
 Number of Teachers: 734  
 Cost Per Pupil: \$8,865

## STUDENT POPULATION

Elementary: 4,998  
 Secondary: 2,078  
 Upgraded: 681

**COMPOSITION OF STUDENTS**

Non-Minority: 49.9%  
 Minority: 50.1%

**HOUSING**

Listed as controlled units (Source: as of 11/1/91) 16,194

| Type of House  | Average Value | # of Parcels |
|----------------|---------------|--------------|
| (one family)   | \$301,600     | 3,434        |
| (two family)   | \$261,000     | 3,174        |
| (three family) | \$286,500     | 1,702        |
| Condominium    | \$156,200     | 7,043        |

(Source: City of Cambridge as of 01/1/91)

**GENERAL INFORMATION**

Number of registered voters in Cambridge (based on 1/1/91 City Record) 41,924  
 Number of Parks/Open Space: 70  
 Number of Recreation Teen Centers: 6  
 Number of Community Schools: 13  
 Number of Senior Citizen Centers: 2  
 Number of Golf Courses: 1

**FOUR LONGEST STREETS**

Massachusetts Avenue 4 miles  
 Cambridge Street: 2 miles  
 Concord Avenue: 2 miles  
 Broadway: 1 mile  
 Miles of City Streets: 125 miles

**INSTITUTIONS OF HIGHER LEARNING**

Harvard/Radcliffe  
 Massachusetts Institute of Technology  
 Lesley College  
 Cambridge College

**TEN OF THE LARGEST EMPLOYERS IN THE CITY:**

(Source: City of Cambridge)

| Name of Employer                      | Nature of Business      | 1990 Employees |
|---------------------------------------|-------------------------|----------------|
| Harvard University                    | Education               | 10,537         |
| Massachusetts Institute of Technology | Education               | 6,683          |
| City of Cambridge                     | Government              | 4,370          |
| Polaroid                              | Photo & Optic Equipment | 2,275          |
| Lotus Development Corporation         | Computer Software       | 2,200          |
| Mt. Auburn Hospital                   | Medical                 | 1,900          |
| Draper Labs                           | Research & Development  | 1,749          |
| Bolt, Beranek & Newman                | Research & Development  | 1,546          |
| Arthur D. Little                      | Research & Development  | 1,189          |
| Star Market                           | Retail                  | 1,105          |

# Department Heads

**Affirmative Action:**  
William A. Gomes

**Animal Commission:**  
Mark W. McCabe

**Arts Council:**  
Annabelle Hebert

**Assessing:**  
Sally Fowers

**Auditing**  
Arthur F. Libitz

**Budget:**  
Louis DePasquale

**Cable T.V.:**  
Edward C. Casey

**City Clerk:**  
Joseph E. Connarton  
John Flynn

**Community Development:**  
Michael H. Rosenberg

**Data Processing:**  
Valerie A. Roman

**Election Commission:**  
Edward Samp  
Sondra Scheir  
Artis B. Spears  
Darleen G. Bonislowski

**Electrical:**  
George Fernandes

**Emergency Management:**  
David B. O'Connor

**Executive:**  
Robert W. Healy  
Richard C. Rossi

**Fire:**  
Kevin Fitzgerald

**Fiscal Affairs**  
James P. Maloney, Jr.

**Health and Hospitals:**  
Melvin H. Chalfen, M.D.  
John G. O'Brien

**Historical Commission:**  
Charles Sullivan

**Human Rights Commission:**  
Janice Platner

**Human Services:**  
Jill Herold

**Inspectional Services:**  
Joseph J. Cellucci

**Law:**  
Russell B. Higley

**Library:**  
Joseph G. Sakey

**License:**  
Alex Rodriguez

**Neville Manor:**  
Paul Hollings

**Nuclear Disarmament &  
Peace Education Comm.**  
Cathy Hoffman

**Personnel:**  
Michael P. Gardner

**Police:**  
Perry Anderson

**Police Review &  
Advisory Board:**  
Malvina Montiero

**Public Works:**  
David Haley

**Purchasing:**  
Barbara L. Duffy

**Rent Control:**  
Terrence Morris

**School:**  
Mary Lou McGrath

**Sealer-Weights & Measures**  
Robert K. Laffin

**Traffic and Parking:**  
George Teso

**Veterans' Benefits/Services**  
William J. Cabral

**Water:**  
Nancy Barnes

**Women's Commission:**  
Nancy M. Ryan

# Department Telephone Numbers

| Department              | Tel. No. | Department                     | Tel. No. |
|-------------------------|----------|--------------------------------|----------|
| Affirmative Action      | 349-4332 | Human Services                 | 349-6200 |
| Animal Commission       | 349-4376 | Inspectional Services          | 349-6100 |
| Arts Council            | 349-4380 | Law                            | 349-4121 |
| Assessors               | 349-4343 | Library                        | 349-4040 |
| Auditing                | 349-4240 | License Commission             | 349-6140 |
| Budget                  | 349-4370 | Mayor                          | 349-4321 |
| Cable T.V.              | 349-4296 | Neville Manor                  | 349-4050 |
| Cemetery                | 349-4889 | Parking Violations             | 349-4705 |
| City Clerk              | 349-4260 | Peace Commission               | 349-4694 |
| City Council            | 349-4280 | Personnel                      | 349-4332 |
| Community Development   | 349-4600 | Police                         | 349-3300 |
| Conservation Commission | 349-4680 | Police Review & Advisory Board | 349-6155 |
| Consumer Commission     | 349-6150 | Printing                       | 349-4206 |
| Council on Aging        | 349-6220 | Public Works                   | 349-4800 |
| Data Processing         | 349-4140 | Purchasing                     | 349-4310 |
| Elections               | 349-4361 | Recreational                   | 349-6230 |
| Electrical              | 349-4295 | Rent Control                   | 349-6161 |
| Emergency Management    | 498-1590 | Revenue                        | 349-4220 |
| Executive               | 349-4300 | Schools                        | 349-6400 |
| Fire                    | 349-4900 | Traffic & Parking              | 349-4700 |
| Handicapped Commission  | 349-4692 | Treasury                       | 349-4212 |
| Health & Hospital       | 498-1000 | Veterans Service               | 349-4760 |
| Historical Commission   | 349-4683 | Water Department               | 349-4770 |
| Human Rights Commission | 349-4396 | Weights & Measures             | 349-6133 |
|                         |          | Women's Commission             | 349-4697 |

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## CREDITS

Layout and Mechanical  
 Paper  
 Cover  
 Printing  
 Composing  
 Cover Design  
 Inside Photos

Cover & Center Photos

Accuforms  
 70 Pounds  
 60 Pounds  
 Accuforms  
 Annual Report Compiled by the Budget Department  
 Budget Department  
 Maclone Photos  
 Joan Albert  
 Edward Fowler  
 Cheryl Miller  
 C. Palmer/A. Brilliant  
 Roy-Alan Hansen  
 Mike McCoy  
 Daniel Evans  
 Tamsen George  
 Brian Buckley

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CITY OF CAMBRIDGE  
CAMBRIDGE, MASSACHUSETTS 02139

TEL. 349-4300  
FAX. 349-4307

EXECUTIVE DEPARTMENT  
ROBERT W. HEALY  
City Manager

RICHARD C. ROSSI  
Deputy City Manager

February 3, 1992

To The Honorable, The City Council:

I am hereby transmitting the City's FY91 Annual Report for your information.

Very truly yours,

Robert W. Healy  
City Manager

RWH/mev  
attachment

Consent Agenda # 3

5-107

City's FY 91 Annual Report.

In City Council,

February 3, 1992

*Placed on file*