

## AREA IV STRATEGY

There is a considerable amount of human service and related activity occurring in Area IV at this time, with additional projects planned for the near and long-term future. Current activities include the following:

### AREA IV CRIME TASK FORCE

The Area IV Crime Task Force was created in fall of 1988 to respond to issues of drugs and related crime in the neighborhood. Staffed by the Department of Human Service Programs, to date the group's accomplishments include:

- promotion of the Cambridge Anonymous Drug Tip Line through distribution of 6,000 stickers;
- arranging for several local businesses to permit the use of their buildings for drug surveillance;
- street lighting survey resulting in upgrading from mercury-vapor to sodium-fixture lights;
- notification to owners of abandoned buildings to board them up;
- purchase and distribution to area residents of drug abuse literature;
- sponsorship of two substance abuse prevention workshops for parents, with over forty participants at Maynard and Fletcher Schools;
- sponsorship of substance abuse prevention workshop at all youth centers, involving over 125 youth;
- in collaboration with the Cambridge Public Library, production of a bibliography on "Drugs and Alcohol, What They Do", for distribution to parents/youth at the Substance Abuse Forums;
- advocacy, with other groups, for the commitment of funds for the design/development of the Area IV Youth Center, to be built on Harvard Street. An appropriation of \$1 million for construction was approved by the City Council.
- successful coordination of a petition with 700 signatures and attendance of over 100 residents at a School Committee meeting, to allow the Department of Human Service Programs to operate a recreational programs for Area IV teens at the Maynard School;
- organization, with Concilio Hispano, Margaret Fuller House, the Rainbow Coalition and the Pisani Center Tenants Council, the "Stop the Violence March" and Candlelight Vigil in Area IV January 30, 1990.

In addition, the Task Force has established four subcommittees, as follows:

#### EDUCATION

This group is focusing on substance abuse educational activities, particularly for parents, as well as support groups for parents. Plans include a "Reclaim our Community Drug Free Fair", which will be held at Sennott Park on Saturday, May 12, 1990.

#### OUTREACH

This committee is responsible for publicizing Area IV Crime Task Force activities and events, and is particularly emphasizing recruitment of Hispanic residents. A drug education forum for Spanish-speaking residents was held on April 22, 1990, at St. Mary's Church.

#### YOUTH CENTER PLANNING COMMITTEE

Building on past efforts of area residents and neighborhood groups, this committee was formed to work with the architect hired by the City for the design of the Area IV Youth Center.

#### BLOCK/CRIME WATCH COMMITTEE

Recruitment efforts for this initiative are continuing. The Cambridge Police Department and a Crime Watch from another neighborhood have offered their assistance.

Harvard University has made a commitment to arrange for consultation on the Area IV drug and crime concerns through the Criminal Justice Policy and Management faculty.

#### COMMUNITY AND YOUTH SERVICES

From January through March, 1990, 287 children were served regularly by Community School Services at Maynard and Fletcher, and approximately 400 more attended special events. Some of the types of activities offered were:

For K - 4 - cooking, floor hockey, soccer, whiffleball, piano, tutoring, bowling, creative drama with the Cambridge Performance Project, gymnastics, art and COSMOS, an experimental science program offered in collaboration with the Museum of Science;

For preteens - Big Brother/Big Sister program with Harvard, floor hockey, Friday Night Out activities such as movies and roller skating, tutoring, piano, Girl Scouts, COSMOS;

Some age-spanning activities included Homework Help, family trips and Artful Adventures, offered in collaboration with the Museum of Fine Arts.

Youth programming changes seasonally, but in general included a variety of recreational and leisure activities, as well as educational programs such as CASPAR Alcohol Education, Drug Abuse Prevention, Gang Intervention, Sexuality Education, College Programming and Drop A Dime.

## RECREATION

Recreation staff collaborate with Community and Youth staff at the Fletcher and Maynard Community Schools to offer leisure and recreation programs for children, teens, families and adults of all ages.

## AIDS OUTREACH

Culturally sensitive AIDS outreach activities are of particular importance for Area IV because, statistically, members of several minority groups represented in the neighborhood are at greater risk than the general population.

Cambridge Cares About AIDS, incorporated as a non-profit organization associated with Cambridge Hospital, has received a three-year grant from the Center for Disease Control, for a "Coordinated Multicultural HIV Project". Project staff are linked with target neighborhoods (Afro-American, Haitian, Portuguese) in their risk reduction efforts, which include education and referral. Area IV is included in these efforts, and some staff operate in conjunction with the Margaret Fuller House. One of the approaches is the development of a multicultural peer leadership group of 15-20 teens, to be hired and trained by summer. Additional funding is being sought for this work. In addition, project staff have also formed a "Cambridge Outreach Committee" to bring together and provide for coordination of representatives from all organizations conducting outreach of various types.

A separate effort, Project Outreach is funded by a research grant from the National Institute of Drug Abuse, and housed at the Macht Building of Cambridge Hospital. The project employs several recovering addicts who outreach to current drug users, encouraging them to test for HIV and to obtain needed services. The project provides some counseling as well.

## CITY/COMMUNITY PARTNERSHIPS

In several instances the City has been able to contract with community agencies for the provision of services. Among contractors operating programs in Area IV are: Concilio Hispano (\$30,000, Information & Referral Program to families and individuals); CHAMA (\$30,000, Administration of programs for the Haitian community); Cambridge Housing Authority (\$30,000, Tenant Services); and Phillips Brooks House (\$8,000, 1989; \$16,000, 1990; summer program for youth in housing projects). The City's Community Learning Center, located in Central Square, serves many Area IV residents, and offers additional English as a Second Language classes at Fletcher Community School. The Learning Center is also funded by the Cambridge Housing Authority to provide remedial education and career counseling services within housing developments. A number of other City-supported programs located outside the boundaries of Area IV also have participants from the neighborhood.

Although Gateway Cities funds are no longer available for cities to allocate to providers of service to immigrants and newcomers, the City was supportive of successful efforts of Centro Presente to obtain funds recently awarded for similar programming by the Executive Office of Communities and Development.

## HOUSING-RELATED PROGRAMS

The Hildebrand Family Self-Help Center of St. Paul African Methodist Episcopal Church currently operates a family lodging house program for homeless families. The City assists with allocations from the Emergency Shelter Grant funds received through the federal McKinney Act. A recent addition to Learning Center services is specialized adult education programs offered on-site to homeless parents in the family lodging houses at the Hildebrand sites and at the YWCA/Bigelow Street sites, with a transition into regular programs after permanent housing is obtained. Also, the City's Housing Search Program assists the families at Hildebrand in obtaining permanent housing and housing subsidies. The City was also able to give \$10,000 from the James Taylor Benefit Concert to St. Paul AME for the operation of the Cambridge Furniture Bank, which assists homeless families and individuals as they go into housing.

The City has also made available Emergency Shelter Grant funds to Shelter, Inc., which operates a 20-bed shelter in the area for men and women, and to the Salvation Army, which operates both a day program and a men's shelter.

Utilizing a variety of resources, the City operates the MultiService Center for the Homeless in Central Square. City programs include elderly housing assistance, Housing Search for families, emergency casework and supportive casework and placement in the YMCA Transitional Rooms. Partnership programs in the MultiService Center include Shelter, Inc., the St. Paul AME Cambridge Furniture Bank, and the Cambridge Family & Children's Service/Teens in Transition Resource Center.

## CHILD CARE

The City currently operates after-school programs for children from kindergarten through fourth grade at Maynard and Fletcher Schools.

## FUTURE ACTIVITIES

### AREA IV CRIME TASK FORCE

The Governor's Alliance Against Drugs has awarded a grant to the Cambridge Housing Authority to assist the Task Force in the "Reclaiming Our Community" project. Plans include the hiring of a Coordinator by July 1, which will allow the project to move ahead more rapidly. One priority will be to work with the Cambridge Chamber of Commerce to enlist the participation of businesses of all sizes and types.

### COMMUNITY AND YOUTH SERVICES

The City's Community and Youth Services will offer a wide variety of services in Area IV during summer of 1990. Activities include:

Preteen and Teen Basketball Leagues at Sennott Park, which is expected to draw over 100 Area IV youth;

Tennis Clinic for Preteens at Harvard Street Tennis Court;

Leisure Activities for Preteens at Columbia Street Park (with backup location at Longfellow Youth Center in case of inclement weather), including drop-in gym time, pool tables, ping pong tables, fooseball, VCR movies and board games;

Preteen and Teen Swimming at MDC Pool (Charles Street, Boston);

Preteen and Teen Boating at Community Boating, Boston;

Special Arts and Games at Columbia Street Park;

Supercamp at Maynard School, for approximately 40 children, ages 5-10, July 2-August 22, 1990, featuring art, music, drama, swimming, field trips, games, sports, science, beach trips, and Nature in the City, with snacks and lunch provided, and some scholarship assistance available;

Saturday Family Trips sponsored by Fletcher Neighborhood Council (eight) and by the Maynard Neighborhood Council (five); and one Teens Only Trip.

#### RECREATION

Summer Playground activities are offered from July 2 through August 17, 9 am till noon and 1-4 pm Monday through Friday. Playgrounds located in Area IV are:

- Senott Park (two staff, programs for ages 9-12; baseball, basketball and other organized activities);
- Harvard Street tot lot and Pine Street Park (one staff member in each park, programs for ages 5-8, games, arts and crafts, low skill level games, organized activities);
- Columbia Street Park (one staff, programs for ages 9-12; basketball, soccer and other organized activities).

Staff from Community and Youth and Recreation collaborate on special events, movies, the Citywide baseball tournament and Citywide Youth Games, and the annual tennis tournament at Sennott Park.

Camp Smile (for ages 3-5) and Camp Rainbow (for ages 6-21) offer special needs camping for residents of Area IV and other neighborhoods.

Recreation staff provide swimming lessons at the Gold Star pool for participants at the Maynard Supercamp site.

Recreation staff also assisted last summer with the Summer Nutrition Program at several sites in Area IV, and will be working with potential sites which may wish to sponsor the program this summer.

## CITY/COMMUNITY PARTNERSHIPS

The City is exploring with youth employment service providers possible mechanisms for future joint activity. Among the goals under consideration are: coordination of existing services, including application procedures and job readiness workshops; assessment of unmet needs of job providers and job seekers; unified job development and private sector approaches; and development of approaches to addressing long-term training needs. Among the providers involved in these discussions are the School Department, Just-A-Start, Employment Resources, Inc., Cambridge Community Services and Cambridge Housing Authority/Work Force, several of which operate programs within Area IV.

The City of Cambridge has served as lead agency on a grant proposal recently submitted to the Executive Office of Human Services for FY91 Challenge Funds. The proposal was coordinated through the Somerville/Cambridge Teen Pregnancy Prevention Coalition, which has worked with a variety of agencies to develop an array of services which will close service gaps. Aspects of the proposal focus on minority and special needs youth, and expand peer and sex education programs into areas where they do not currently exist. Many of these needs were identified in earlier phases of the Coalition's work, which were partially funded with a prior grant. Participants in the \$199,000 proposal are Concilio Hispano (School-Based Programming for Linguistic Minorities); Somerville Hospital (School-Based Health Education); Somerville Youth Program (Teen Talk); Cambridge Community Services/Just-A-Start (Male Mentor Project); Dreamers, Inc. (Performing Arts/Peer Education); Margaret Fuller House (Cambridge African American Caribbean Mentor Project); Cambridge Economic Opportunity Committee (Bilingual Sex Education) and Cambridge Department of Human Service Programs (Project Administration and Special Needs Sexuality Education).

Under a City Council order, the School Department, the Department of Human Services and the Police Department coordinated efforts to begin a Substance Abuse Prevention Task Force. The citywide group now has wide representation, including the business sector, the clergy, higher education, public education, Juvenile Probation, health and human services providers and parents. The Task Force gave rise to a Planning Group who submitted a proposal on May 4th to the federal Office of Substance Abuse Prevention. Among the planners are representatives from the Area IV Crime Task Force and the Community Arts Center, which is located in the Cambridge Housing Authority's Newtowne Court. The goal of the proposed program is the development of long-range, comprehensive, multi-disciplinary community-wide drug use and alcohol abuse prevention planning and programs through a coalition approach.

The Department of Human Service Programs will continue to assist non-profit agencies in Area IV with technical assistance and capacity building, particularly as funding losses resulting from State budget problems affect the agencies and their clients. This includes, but is not limited to, monitoring funding availability from private and public sources, and notifying appropriate community agencies.

The City will continue discussions with the Salvation Army regarding its future location and range of services. From its current location in Central Square, the Salvation Army offers a men's night shelter, a day shelter with an array of services, youth programming, child care for homeless children and an activity program for elders.

The Governor's Alliance Against Drugs has allocated \$30,000 in funding, primarily for summer youth activities, for Area IV. The City will work with community agencies on a coordinated drug education program utilizing peer leaders. A mini-Request for Proposal process will be used to solicit expressions of interest from agencies.

An area for exploration is the possibility of locating a citywide senior center on property surrounding the 116 Norfolk Street Elderly Center and Congregate Housing Facility.

#### HOUSING-RELATED PROGRAMS

The City has an interest in the preserving and expanding the stock of Single Room Occupancy units in the City, as an appropriate affordable housing option for many persons. A future initiative would bring together representatives from several City departments, from the non-profit agencies, and from the private sector to discuss and pursue SRO activities in Area IV and other neighborhoods.

The City will continue to support the Cambridge YWCA's efforts to maintain and upgrade single room units, both for special populations and for other women seeking affordable housing alternatives in Central Square.

St. Paul AME Church is working on plans to renovate and expanding housing on their Pine Street property, to make available permanent affordable housing. The Community Development Department will assist as appropriate with the development aspects, while the Department of Human Service Programs will address supportive service aspects as needed.

#### CHILD CARE

When the new Area IV Youth Center is opened, plans call for the inclusion of a classroom for after-school care for children from Fletcher and Maynard Schools.

A recent City study involving pre-teens and their parents pinpointed the need for supervised after-school activities for this age group (grades five through seven). In response, the City is examining the feasibility of offering a pilot program of this type at Maynard School.

Associated Day Care Services, a non-profit agency, offers child care at the City-owned Blouin Building at 245 Columbia Street in Area IV. Plans for the near future include the transfer of ownership of the property to Associated Day Care, to be followed by a facility upgrading and expansion from 65 to 85 children.



The following is a response to the concerns raised by the City Council Order regarding the needs of Area IV. This section will focus on the needs and concerns of the residents of Washington Elms and Newtowne Court and the Housing Authority's response to date as well as its plans for the immediate future.

It is important to note that drugs and the problems that drugs bring to a neighborhood are not newcomers to Area IV. In the late 70's and very early 80's drug use and trafficking invaded the CHA's Washington Elms development. This was displaced by a combination of police work and the evacuation, redevelopment and subsequent re-occupancy of Washington Elms. More recently, the privately owned Columbia Terrace development experienced an intense level of drug related activity and attendant problems. As the late James Biggs, former President of the Washington Elms/Newtowne Court Tenant Council complained in 1988, the problem began moving into Newtowne Court. As the management of Columbia Terrace began to take aggressive action, the situation at Newtowne Court began to worsen. Unsavory characters began to congregate in the passageways in certain courtyards at Newtowne Court.

In response to requests by Mr. Biggs, Ms. Beeks and Newtowne Court residents, the CHA installed large metal gates and improved the lighting in these areas during the fall of 1988.

In the spring of 1989 the CHA, CPD, and the Middlesex County District Attorney's Office collaborated on a proposal to the Mass. Committee on Criminal Justice to increase police present in CHA developments to discourage drug activity. Newtowne Court was the number one priority. The proposal was funded to provide overtime police foot patrols and to assign a half-time Assistant D.A. to coordinate prosecution and eviction of drug dealers. The patrols were assigned on a predetermined, staggered, and unpredictable basis; their efforts were buttressed by additional time, attention, and surveillance by the CPD's Narcotics Division. In the autumn of 1989 the patrols were doubled at the request of the Tenant Council President of WE/NTC to provide coverage at Washington Elms simultaneous to the patrols taking place at Newtowne Court.

Similarly, the CHA redeployed some federal resources this past fall to provide:

- A. An Assistant/staff attorney to our General Counsel to intensify our efforts to process promptly eviction cases against public housing residents charged with drug related and violent crimes.

B. A half-time tenant liaison to provide closer ties and rapid communication with the WE/NTC Tenant Council.

C. A modest fund of \$10,000 for drug education/prevention efforts was raised.

Ironically, the deployment of these resources was beginning to show progress in January/February of this year in the following ways:

1. More drug related arrests were being made by both the uniformed patrols and the Narcotics Division.
2. An increasing number of drug related evictions were in process because of the additional legal staff.
3. The "message" that drugs were most unwelcome at the two developments was becoming clearer to many.

The murders of Jessie McKee and Rigoberto Carrion changed in ways both helpful and harmful our approach to the problem.

On the one hand this tragic and needless loss of life intensified our efforts to "do something" --- quick --- to address the problem:

Substantial vandal-resistant, high-intensity lights have been installed in several locations at Washington Elms and Newtowne Court.

Numerous locks have been replaced on a top priority basis so that all hallway entry locks at Newtowne Court are lockable - as of this writing.

"Operation Squeeze" was executed resulting in the arrest of several persons involved with drug distribution at Washington Elms.

On the other hand, the substantial media publicity portraying these two residential communities as drug and crime infested "projects" has resulted in rejection of Washington Elms/Newtowne Court by good, law-abiding potential new residents from the CHA waiting list. This negative image has also caused existing residents to feel ashamed, fearful and hopeless about the community in which they live.

Hopefully, the following proposed actions of both an intermediate or short-term and a long term basis will provide some "light at the end of the tunnel" for all of us. Beyond what help you have provided, the residents of Washington Elms/Newtowne Court and the CHA need you to recognize that 95% of the population of these developments are good people and that the physical quality of our housing exceeds the condition of many private residences. WE/NTC has become a victim of unsavory outside influences and the developments and its residents are groping with you to find our way back to respectability in the public eye.

Short Term Goals:

I. Security

The collaborative effort among the CHA, the CPD, the Pisani Center Tenant Council and the DA's office which has been operating at WE/NTC will be continued/expanded during the next six months to provide the following:

- A. Regular but unpredictable foot patrols involving an average of 3 uniformed police officers (sometimes 2 - sometimes 4) will continue and expand as the situation dictates.
- B. All three above-mentioned agencies will continue to coordinate their efforts aimed at the prosecution of trespassers in the developments and of those arrested for possession and/or intent to distribute drugs (and any related crimes) through the Assistant District Attorney assigned on a half-time basis to public housing in Cambridge.
- C. Effective April 1, all drug-related and violent crimes will be "fast tracked" for eviction. This means that the CHA's Hearing Panel can waive its grievance hearing on such cases so that CHA attorneys may proceed directly to District Court for evictions of criminals. This new procedure which was negotiated with the Tenant Senate can shorten the eviction process by a full 60-90 days.
- D. The Human Services Department, the Cambridge Police Department and the CHA will intensify their support of the Area IV Crime Task Force by hiring a full time coordinator of that body with funds provided Human Services through the CHA by the Commonwealth's Reclaim Our Communities (ROC) program. Funds for this position should be "in hand" by May 1st with the coordinator hired by June 1st.
- E. Lighting in WE/NTC has already been substantially improved in the past two months with the installation of high intensity, vandal resistant lights at the following locations;
  1. Washington Elms: 130 Harvard St., 150 Harvard St.  
170 Windsor St., 121 Washington St.  
A fifth light in front of the Pisani Center is awaiting Electric Company approval and installation.
  2. Newtowne Court: Doors 26, 30, 19, 15, 11 and 5

This work was done after a joint survey by CHA personnel and members of the Pisani Center Tenant Council. It has brightened the area considerably and is considered Part I of a two phase lighting program.

The Phase II part of the lighting program at Washington Elms will result in the installation of 3 additional large security lights at: 111 Washington St., 110 Harvard St. and 150-160 Harvard St. Some 20-30 smaller lights will be repaired or replaced throughout Washington Elms particularly in the front and rear courtyards.

An additional 10 security lights will be installed at Newtowne Court around the perimeter and in certain remaining "soft spots" in the interior of the development. This lighting work contained in Phase II will be accomplished by early June.

F. At this writing locks on all of the common hallway doors at Newtowne Court are operable. The frequency with which these locks and doors are vandalized varies, but CHA management personnel have instructions to inspect and repair inoperable locks on a priority basis. It must be understood, however, that this is a constantly changing situation.

## II. Other Resources

A. The Work Force serves over 100 thirteen to sixteen year old children in public housing annually. Of these approximately 35 are children from Washington Elms/Newtowne Court. These in-school kids spend 4 hours per week in after-school classes. Those over 14 work a maximum of 15 hours per week in local businesses and public agencies. In addition to counselling, classes and job placements, the Work Force involves youth in numerous trips and exposure to colleges, camping, anti-drug programs, etc.

During the summer, most of the kids are placed in the Mayor's and ERI's summer jobs programs. A limited number of the most troubled Work Force youth are retained through the summer in an ERI funded-Work Force supervised project involving landscaping of CHA elderly developments.

Sadly, this award-winning state funded program, the Work Force, appears headed for termination on July 1. It has been zero funded in the Commonwealth's budget beginning July 1.

B. The Tenant Opportunities Program (TOP) serves some 100 adults from WE/NTC. This program provides literacy skills training, English as a second language classes, pre-employment assessment and training and job placement services for adults in Cambridge public housing. This program is also scheduled for termination on July 1 since it is not funded in the proposed State budget.

The CHA and the residents whom it serves in the preceding two programs have lobbied the State Legislature intensely over the past several months to restore funding to these programs. It is anybody's guess as to the funding outcome.

C. The CHA will modestly expand its contract with Just-A-Start for the agency's work in our developments. In this program young residents of WE/NTC and other public housing are hired by Just-A-Start to learn rehab and maintenance skills while improving apartments, hallways and grounds in public housing. This program has traditionally hired some 22 youth from WE/NTC.

D. In years past, the CHA has provided temporary housing for PBH summer program tutors/workers. This year CHA will increase the temporary housing available at NTC for this youth program.

E. Of course, the CHA will pursue funds for summer programs from the City and the Governor's Alliance Against Drugs - particularly for the youth of WE/NTC. We are aware that modest funds are/will be available to the City through the Governor's Alliance Against Drugs.

F. The old Newtowne Court administration building/gym is currently being partially used by Headstart and the Tenant Opportunities Program. The CHA has had plans to convert the gym into much needed daycare space. Although past proposals have not been funded, we remain optimistic that the future will provide the necessary resources.

Until such time that we are successful in obtaining daycare funding or until the City's Area IV Youth Center is operable, the CHA will consider other youth oriented uses of the gym with the following conditions:

1. The proposed use must be agreed to by the Pisani Center Tenant Council.
2. There must be adequate staffing and supervision. (The CHA has no resources for this.)
3. Such use is to be temporary only until the Area IV Youth Center is operational or we obtain daycare funding; or we jointly decide on another use with the Tenant Council, whichever comes first.

We do not want to be stingy with this potential resource but past experience has shown us that inadequately supervised activities in the gym cause more harm than good. A careful planning process with the Pisani Center Tenant Council, the City's Human Services Department, and the CHA must precede any decision.

G. The CHA with the Tenant Council will investigate participation in Sport-A-Rama this summer. The expectation is that we will proceed this summer given an adequate number of volunteers.

H. In conjunction with the Tenant Council, the CHA and residents of WE/NTC will conduct an "opportunity fair" for residents and providers of recreational, educational, support services and jobs programs. This desire of the Tenant Council is a good one to provide an aggressive approach to opportunities so that they can be readily accessed by residents.

I. The Pisani Center Tenant Council and the CHA have begun discussions on other events to be held this summer with a view toward positive community re-building.

#### Long Range Goals:

##### I. Security

A. A regular, monthly "after dark" inspection of WE/NTC will be conducted by CHA management and representatives of the Pisani Center Tenant Council. These inspections will concentrate on making sure that recently installed/repaired lighting and hallway locks are functioning properly. We will know that we have achieved success when, by mutual agreement, these inspections can be reduced to a quarterly basis.

B. In its "Drug Elimination" proposal to HUD (which was not funded), the CHA proposed quarterly and annual evaluation sessions by the elected tenant representatives of WE/NTC. The purpose of these sessions was to review all of the various enforcement, prevention, education and recreation measures undertaken in our fight against crime and drugs. It is important that these sessions be private and confidential; that they are organized and held off site so that no fear of intimidation or retribution stand in the way of a frank exchange of ideas and perceptions. While there will undoubtedly be several actors involved from the Tenant Council, CHA and other City Departments as necessary, the principal evaluators will be the President of the Pisani Center Tenant Council and the CHA Executive Director.

Although we will apply for (and hopefully succeed in obtaining) "Drug Elimination" funding in the next round this spring/summer, the CHA and the Tenant Council will embark on this evaluation process absent of HUD special funding if necessary. These evaluations should give us a "hands on" knowledge of those measures which are working and those which are not. They will be the basis for adjustment and change to our mutual goal of a drug and crime free environment for WE/NTC.

## II. Other

A. The Rehabilitation schedule for NTC has been fully discussed with residents. Residents will continue to be invited to involve themselves, through their tenant council, in future planning and implementation phases of the rehabilitation of NTC.

### 1. A Summary of Newtowne Court's Completed Modernization

<u>PROJECT</u>	<u>DATE COMPLETED</u>	<u>TOTAL CONSTRUCTION COST</u>
Basement/Accessory Building Window Upgrade	January 1990	\$ 72,135.62
Basement Slab Replacement	February 1989	298,138.67
Apartment Window Replacement	January 1989	466,330.00
Masonry Rehabilitation	December 1988	876,000.00
Roof Replacement	February 1988	500,005.00
Incinerator/Trash and Site Work Modernization	November 1987	1,077,085.00
Modernization of Heating and Fire Alarm Systems	December 1985	<u>2,605,770.62</u>
	TOTAL	\$5,895,464.91

### 2. Schedule of Upcoming Newtowne Court Modernization

#### Phase II: Comprehensive Modernization 258 Units, Doors 1-32

Start of Field Testing for Presence of Lead-Based Paint Hazards	Apr 16 1990
Completion of Field Testing for Presence of Lead-Based Hazards	May 28 1990
100% Construction Documents: CIAP Work and Lead-Based Paint Abatement	Jul 30 1990
Filed Sub-Bid Opening	Sep 19 1990
General Bid Opening/Contract Award	Sep 26 1990
Construction Start	Jan 21 1990
Substantial Completion	Apr 1993

B. While the comprehensive modernization of NTC involves new kitchens, bathrooms and other apartment renovations, the most important work from a social viability viewpoint will be the refurbishment of the common hallways. New doors, locks and intercoms/doorbells will be put in place. However, these improvements will last and function so long as residents, their guests, and the CHA maintain them. In preparation for these improvements, the CHA proposes a joint venture (if funding permits) with the residents of NTC to guarantee the security, maintenance and cleanliness of the common hallways. While considerable discussion and planning with the Tenant Council is needed, we envision a system of stipends to residents who will act as hallway captains to assist the CHA in preserving the integrity of the entrance to their homes.

This program would be undertaken in the near future - before the rehabilitation work - to help secure and maintain the hallways now so that the new hallways, intercoms and locked doors will function as designed for years to come. Hallway captains would be compensated for modest cleaning, locking of doors at appointed times and reporting abuses of the system and property. Nothing is more important to the long term security and viability of NTC.

C. The residents of WE/NTC, particularly the young people, want to be involved in the planning of the new Area IV youth center. It is most important that this significant portion of Area IV's younger population become vested in the youth center and use it often and properly.



CITY OF CAMBRIDGE  
POLICE DEPARTMENT  
INTEROFFICE CORRESPONDENCE

RECEIVED  
90 FEB -9 PM 3:35  
OFFICE OF THE CITY MANAGER

TO: Mr. Robert W. Healy  
City Manager  
FROM: Chief Anthony G. Paolillo  
SUBJECT: City Council Order #15 of 02/05/90

DATE: February 8, 1990

REFERENCE:

In response to City Council Order #15 of 02/05/90 regarding a comprehensive plan for increasing neighborhood security in Area 4, please see the attached response to City Council Order #18 of 01/29/90.

Although the February 5, 1990 memorandum speaks specifically of the Newtowne Court/Washington Elms area, the patrol coverage includes the entire Area 4. In addition, Sector 2 Car, and Route Car 2R provide coverage in the area during all shifts.

*Anthony G. Paolillo*



CITY OF CAMBRIDGE  
POLICE DEPARTMENT  
INTEROFFICE CORRESPONDENCE

RECEIVED  
90 FEB -5 PM 2:39  
OFFICE OF THE CITY MANAGER

TO: Mr. Robert W. Healy  
City Manager  
FROM: Chief Anthony G. Paolillo  
SUBJECT: City Council Order #18 of 01/29/90

DATE: February 5, 1990

REFERENCE:

In response to City Council Order #18 of 01/29/90, regarding safety and security in the Newtowne Court/Washington Elms area, the area has always been a priority concern of the Police Department.

When the Impact Shift was implemented in July, 1989, two officers were assigned every night from 6:00p to 2:00a to patrol the area of Newtowne Court/Washington Elms. Also on the Impact Shift, a two officer Alpha Car was implemented in the lower half of the City to assist in high priority calls.

In the first six months of 1989, in conjunction with the Housing Authority, the Police Department implemented overtime patrols at random times and days in the complex. Since July, 1989, the Police Department has been a participant in a one year grant with the Housing Authority and the Middlesex County District Attorney's Office whereby up to \$20,000 is reimbursed to the Police Department for overtime expenditures in the Newtowne Court/Washington Elms area.

On January 26, 1990, in a memorandum to the Commanding Officers of the patrol divisions, I implemented a Route 7R which is essentially the Newtowne Court/Washington Elms complex. The route car will be staffed on every Day Shift and First Half Shift until further notice.

In the seven month period of July, 1989 thru January, 1990, there have been 178 reported incidents in the area. Of the total, 36 involved assaults, robberies, homicides, and breaks. 41 incidents involved narcotics violations and the remaining 101 incidents involved larcenies and other miscellaneous offenses. Arrests were made in 89 of the reported incidents (50%).

The Police Department has been, and will continue to be, an active participant in the Area 4 community meetings. Members of the Police Department meet on a monthly basis with representatives of the Housing Authority to discuss various issues as they pertain to Newtowne Court/Washington Elms.

Feb 5, 1990  
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Members of the Youth - Vice/Narcotics Division continue to spend an inordinate amount of time in this particular area. At present, there are several in-depth undercover investigations being conducted not only in Newtowne Court/Washington Elms but in the entire Area 4. A week has not passed in the last year where a search warrant has been executed in this area.

The Police Department is aware of the difficulties within this complex and no one knows better of the complex and sensitive handling of any police matters to be conducted. I assure the City Council the first priority of the Cambridge Police Department is the safety of its citizens; public safety is non-negotiable. We will continue to do our best to try to alleviate some of the fears that have gripped this neighborhood.

The incursion of Boston youths is nothing new to the Police Department. The problem has been diffused in the past. The extent of the latest incursions have taxed our resources. There has been, and will continue to be, on a daily and weekly basis, dialogue and exchanges of information with the Boston Police Department.

The Police Department needs the backing of the City Manager, the City Council, and the Cambridge community in order to achieve our goals in this area. Attached you will find communications sent by me to Commissioner Roache in June, 1989 expressing my concerns about the possibility of the Boston youths coming into our City. It seems my concerns have come to pass with the recent wave of violence.

I can assure you, the City Council, and the Cambridge community that the resources of the Cambridge Police Department in the past, present, and the future will be utilized to the optimum.

*Anthony J. Parillo*



CITY OF CAMBRIDGE

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EXECUTIVE DEPARTMENT  
ROBERT W. HEALY  
City Manager

RICHARD C. ROSSI  
Deputy City Manager

May 14, 1990

To the Honorable, the City Council:

The following is a response to Council Order #9 of March 19, 1990 regarding the development of a short and long term strategy for addressing the needs of Area IV. Additionally included is a response to Awaiting Report #10 of March 12, 1990 requesting an outline of all youth programs offered in Area IV. Enclosed please find reports from the Cambridge Housing Authority, the Department of Human Services and the Police Department outlining certain long and short term initiatives.

Some of the overall goals that have been established for Area IV include:

- \* Improving security in the area so that people feel safe outside of their homes during daytime and nighttime hours.
- \* Increasing resources available to youth to insure each person's opportunities to spend their time on constructive activities.
- \* Improving conditions of the housing, specifically public housing.
- \* Facilitating community partnerships and coalition building, which provides the opportunity not only to link service providers and educators meaningfully with each other, but to integrate the active participation of the community residents. Two coalitions that have already been formed include the Area IV Crime Task Force and the Substance Abuse Task Force.

As you are aware, the Area IV Crime Task Force is a major multi-faceted effort created in 1988 to respond to issues of drugs and related crime in the Area IV neighborhood. Membership includes residents, neighborhood service providers, the Police Department, City officials and representatives from Draper Laboratory, Polaroid and MIT.

The Governor's Alliance Against Drugs has awarded a \$38K grant to the Cambridge Housing Authority to assist the Task Force in the "Reclaim Our Community" project. Plans include hiring a full-time

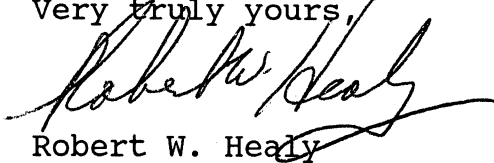
Area IV Initiatives

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coordinator by July 1, 1990 which will allow the project to move ahead more rapidly. Specifically, the coordinator will be charged with expanding the membership of the Task Force and recruiting additional minority members and representatives from the private sector; organizing quarterly community meetings to report activities to the Area IV community; organizing workshops to aid parents in recognizing drug problems among youth and to take appropriate action; organizing community participation in the design and program planning of the future Area IV Youth Center; investigating various types of block watch techniques and the feasibility of establishing such a program in Area IV; and fundraising.

The Substance Abuse Task Force, which was a result of Mayor Wolf's call for a "Comprehensive Policy for Children and Youth," was formed and began its work in December, 1989. The Task Force has recently applied for a federal grant from the Office of Substance Abuse Prevention Community Partnership Program in order to strengthen its foundation and reach out to our neighborhoods. The Task Force's specific goals include: expanding membership and participation; building empowerment through training; gaining a better understanding of substance abuse in our city; and developing a multi-year, comprehensive community prevention plan with a citywide consensus. The grant from OSAP, if awarded to the City, would greatly enhance our drug prevention and intervention efforts.

Very truly yours,

A handwritten signature in cursive script, appearing to read "Robert W. Healy". The signature is written in dark ink and is positioned above the printed name.

Robert W. Healy

Agenda # 12 S-505

Awaiting Report Item Number 16, regarding  
the development of a short and long term  
strategy for addressing the needs of Area  
IV.

In City Council,

May 14, 1990

*Placed on file*