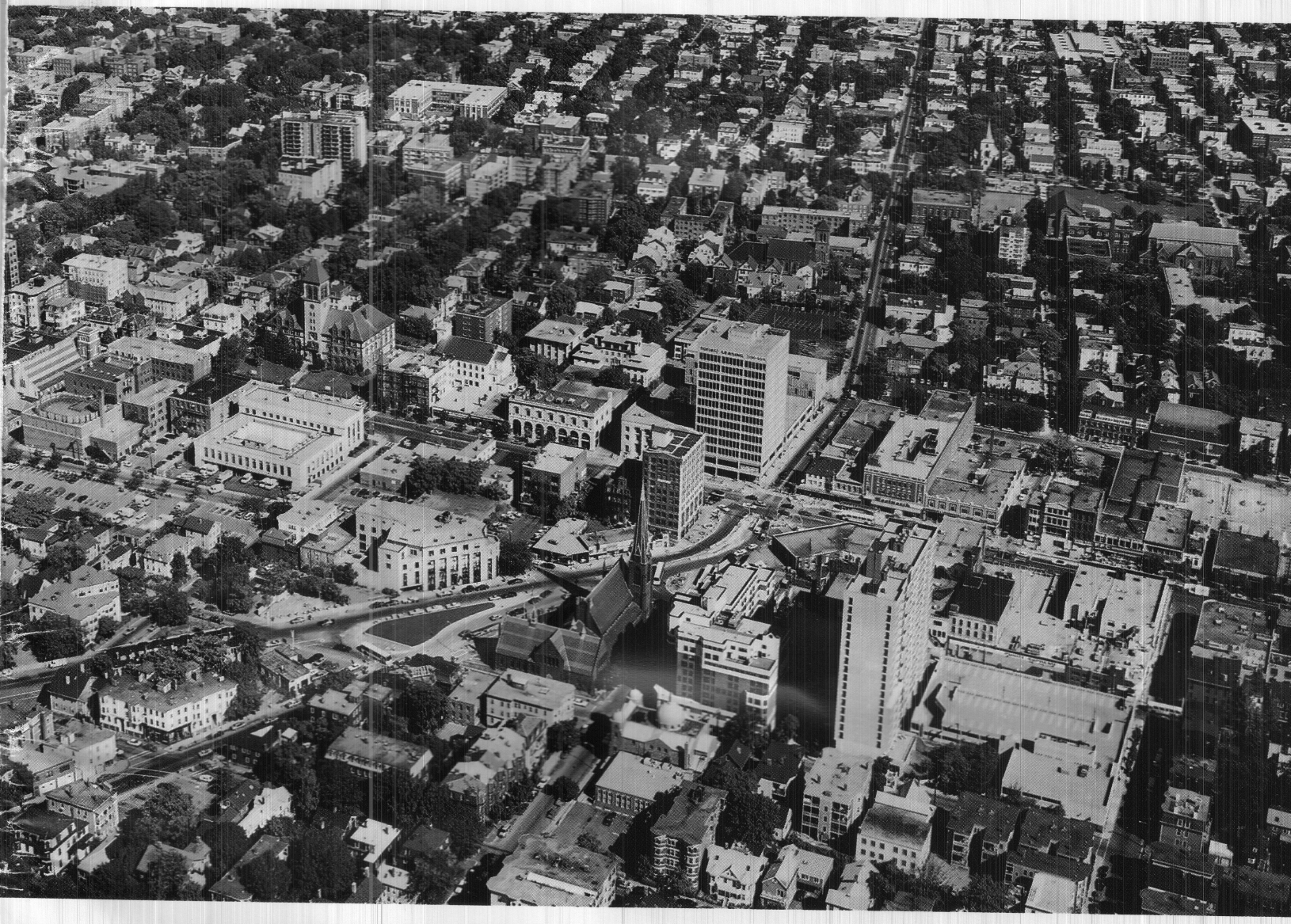
ANNUAL REPORT

1986—1987



City of

CAMBRIDGE

MASSACHUSETTS

Front Cover Photo

An Aerial View of Central Square looking north.

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS

TEL. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

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

I am pleased to submit the Annual Report of the City of Cambridge for the fiscal year beginning July 1, 1986 and ending June 30, 1987. This year, the City witnessed several fiscal accomplishments including the second successful completion of the revaluation of real estate and personal property required by state law. Assessed value increased from $3.6 billion in fiscal year 1986 to $5.9 billion in fiscal year 1987, a growth of 63 percent.

During the past year, the City continued to benefit from a vibrant and diversified economy which significantly contributed to the City's overall financial health. Moody's Investors Service continued to upgrade the City's credit rating for the third consecutive year from "A" to "Aa". The factors contributing to the City's strong financial position included improved liquidity, increased use of current revenues for capital projects, conservative financial management, a stable debt burden, increases in assessed valuation, and a significant spread between the tax levy and the legal levy limits. In addition, Cambridge became the first municipality in the Commonwealth to receive the Certificate of Excellence in Financial Reporting as well as the Distinguished Budget Presentation from the Government Finance Officers Association.

The City's active economic development programs ensured the completion of several large-scale projects and spurred the initiation of new projects, assuring that growth will continue well into the next decade. Some of the capital improvement projects undertaken this year include reconstruction of streets and sidewalks throughout the city, and the completion of Lechmere Canal Park.

In 1987, Cambridge made national headlines by establishing a comprehensive smoking ordinance which not only regulates smoking in public places but includes the workplace as well. This ordinance provides citizens with their basic right to a smoke-free environment. In the Winter of 1987, the City reached out to meet the needs of a growing homeless population and operated a temporary shelter at the Armory.

Our goal for FY88 and beyond is to continue to implement a conservative fiscal policy as federal revenue sharing has been eliminated. With the continued strength of our economy and our expanding tax base, I am confident that the City should continue to enjoy strong economic growth for the foreseeable future.

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 all of its citizens.

Very truly yours,

Robert W. Healy
City Manager



City Council
1987

Front row, left to right, Councillor Saundra Graham, Mayor Walter J. Sullivan, Vice Mayor Alfred E. Vellucci, Councillor David E. Sullivan.
Back row, left to right, Councillors Sheila T. Russell, William H. Walsh, Alice K. Wolf, Francis H. Duehay, Thomas W. Danehy.



School Committee
1987

Front row, left to right, Jane F. Sullivan, Frances H. Cooper, Sara O. Garcia, Chairman Walter J. Sullivan.
Back row, left to right, Timothy J. Toomey, Jr., Alfred B. Fantini, Lawrence Weibstein.

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 whom perform a multiplicity of duties, also serve as "unofficial ombudsmen" providing general information regarding various mucinicpal services to the public as well as the preparation of the City Council Record.

During Fiscal Year 1987 this office witnessed several personnel changes with the retirement of long-time City Clerk, Paul E. Healy, the appointment of Joseph E. Connarton as City Clerk and John E. Flynn as Deputy City Clerk. Implemented changes during this time frame included: purchase of new birth card files, in order, to establish a more efficient system for records retention and storage. The installment of word processing unit at the City Clerk's Office also has facilitated the Communication Network with the City Council and the preparation of the City Council documents.

Licenses and Fees

Sporting licenses	$11,123
Marriage licenses	11,490
Sporting fees	460
Certified copies	60,314
Archery Stamps	230
Waterfowl stamps	98
Duplicate licenses	18
Sale of Zoning Ordinances	446
Sale of General Ordinances	5
	$84,184

Recording and Fees

Mortgages	$18,465
Business certificates	5,430
Business certificate withdrawals	175
Filing of Zoning petition	450
Constable filing fee	250
	$24,770

Vital Statistics

Cambridge residents —	
Births in Cambridge	433
Non-residents —	
Births in Cambridge	1,227
Cambridge residents —	
Births Outside Cambridge	638
Intentions of Marriages filed	1,188
Marriages recorded	1,122
Deaths recorded	1,679
Delayed returns of births recorded	18
Affidavits of correction of births recorded	147
Instruments recorded	3,831

Law Department

Historically, the first office of the City Solicitor was created by Ordinance in 1872. Until that time, the City had hired a lawyer each time the need for legal services arose. As governmental affairs became more complex and the workload increased, the need for the Office was clearly evident. In FY87, the department, with a staff of five attorneys, one law clerk, one investigator and three administrative personnel, carried on the day-to-day business.

Primary emphasis in the department continued to be upon claims involving municipal liability. The City received approximately 134 claims of this nature. Another 43 claims were filed before the Committee on Claims. The Office responded to increasing demands upon staff and resources as litigation continued to increase in amount and complexity. The office handled an increase in litigation of employment discrimination cases. Special education appeals in the School Department presented increasing demands on the Law Department as changes in Federal law provisions provide the litigants with the means of obtaining reimbursement (Attorney's fees) from the City on successful appeals. The increased level of development in the City placed new demands on the Law Department particularly in the area of the environmental impact of new development. Recent court decisions have stimulated a re-examination of land use regulation and the Department saw an increase in the amount and complexity of litigation in that area.

As goals for the coming fiscal year, the Department will focus on computerization of case management systems and other Department functions. As a preventive measure to gain more control over the steadily increasing litigation brought against the City, educational efforts will be directed at the staff of various City departments.

Finance Department

Administration

In fiscal year 1987, the City received an upgrading of the City's bond rating from the two major credit rating agencies based in New York City.

Moody's Investors Service raised the City's credit rating from "A" to Aa. This is the third consecutive year that Moody's has increased the City's credit rating. Standard and Poor's Corporation raised the City's credit rating from "A" to "A+". The ratings increase occured as a result for a rating of $11,400,000 in general obligation notes sold on June 10, 1987. The proceeds will be used for the renovations to and purchase of equipment for the Cambridge Hospital; street and sidewalk construction; renovations to various school buildings; building acquisition and for the purchase of a system wide communication systems. The higher bond ratings and favorable market conditions resulted in a 5.63% net interest rate for the bond issue.

The full letter upgrade granted by Moody's is considered unusual and reflects an acknowledgement of the very strong financial and economic position of the City. The increase to "Aa" by Moody's also returns the City to the rating that it enjoyed prior to the passage of Proposition 2H. At the time when Proposition 2H was passsed, Moody's suspended 44 ratings and when the credits were revaluated, 39 of those were returned with downgradings.

The City of Cambridge suffered the greatest ratings downgrade, from "Aa" to "Baa". In just three years, the City has been able to restore its credit rating to its previous high quality investment grade.



Cambridge City Manager Robert W. Healy second from left and Assistant City Manager for Fiscal Affairs James P. Maloney Jr. third from left receive Certificate of Excellence in Financial Reporting from the Government Finance Officers Association.

Factors contributing to the City's rating increase include continued improvement in the City's financial position, substantial increases in assessed valuation and the margin between the actual tax levy and legal levy limits, major increases in the year-end fund balance, the development of a Capital Improvement Plan which adress the needs of the City and the implementation of several management improvement actions.

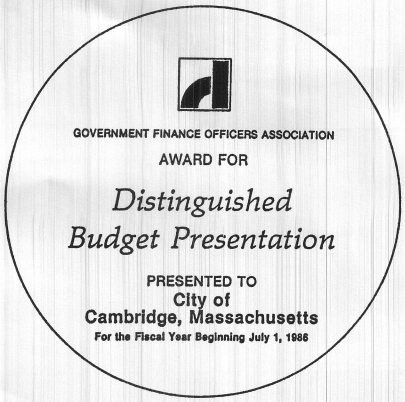
As an example of the City's implementation of management improvements, the City received The Certificate of Achievement for Excellence in Financial Reporting sponsored by the Government Finance Officers Association in FY87. The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting. Cambridge is the first municipality in the Commonwealth to receive this award.

Budget

The budget division received the Government Finance Officers Association award for its Distinquished Budget presentation of the Annual Operating and Capital Budget for the fiscal year ending June 30, 1986.

The four person staff prepares the annual Operating and Capital budgets as well as the five year Capital Improvements Plan. The budget division continued to serve as a resource center for city departments and is responsible of coordinating the City's compliance with the federal government's rules and regulations relating to revenue sharing as well various other federal and state grants.

The division provides assistance to the independent auditor in the preparation of the audited financial statements; coordinated the preparation of the bond disclosure statements and other related materials for the June 1987 bond sale; expanded the neighborhood budgeting concept to include capital improvement projects; prepared the FY86 Annual Report; and assisted in the selection of a vendor for the new computerized financial and management information system.



Government Finance Officers Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY87 City Budget.

Personnel

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

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

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

This year we began using municipal Cable channel 8 in recruitment efforts and developed a flyer "How to Apply for a Job with the City of Cambridge" to assist new applicants in their efforts to gain employment and to assist current employees seeking promotion or transfer opportunities. In cooperation with the Affirmative Action Director and the Massachusetts Executive Office of Communities and Development, a Minority Management Internship was established as a practical training opportunity for talented women and minority graduate students of management.

The *Employee Benefits and Training* section administers health and life insurance programs for employees and retirees and coordinates employee training activities. Responsibilities in the insurance area include: monitoring the quality of services and management controls on insurance costs. Training resources and activities are managed in our efforts to assist employees to enhance their skills and perform their jobs to the best of their ability.

An Employee Training Interest Survey conducted early in the year set the stage for a course of nine skill development workshops as well as pilot programs on (1) pre-retirement planning and (2) employee wellness. Additional efforts in the planning stages will provide training sessions to improve services to the public and enhance management skills.

The *Employee Relations* section is responsible for administering all collective bargaining agreements with the fourteen municipal employee unions, negotiates contracts, processes grievances, and prepares cases for mediation and arbitration.

This year saw the successful negotiation of three year contracts with seven unions. Also, a prototype pay merit system for professional librarians was established.

Assessors

The Assessing Department is responsible for establishing fair market valuations (assessments) on all real property and business personal property for the purpose of determining the appropriate annual property tax for each owner. Related functions include the maintenance of accurate ownership and property information, the processing of tax abatement applications, and the defense of the City's assessments during appeals before the state Appellate Tax Board. The Department also administers the automobile excise tax, utilizing vehicle ownership; and value records provided by the state Registry of Motor Vehicles.

During FY87 the Assessing Department completed its second state-certified property revaluation program (the first occurred in FY84). This achievement is noteworthy, because it represented the culmination of a two year effort to move the valuation process totally in-house. A state-of-the-art valuation hardware and software was installed to expedite the revaluation process, and personnel were trained in their use. In a parallel program, the personal property data base and valuation system was also computerized. With the capability to manage a complete assessment program with City personnel and resources, the Department can insure both an efficient and equitable property tax system.

During the FY87 revaluation program, the Department reinspected over 30 percent of the one, two and three family residential properties, as well as majority of commercial properties. The Department plans to continue inspections at a level which will insure that all properties are reinspected every three to four years.

	FY86	FY87
Commercial Value	$1,374,294,176	$2,247,007,600
Personal/Property Value	111,000,000	149,534,722
Residential Value	2,130,917,311	3,578,489,420
Total Value	$3,616,211,487	$5,975,031,742

Purchasing Department

The Purchasing Department is responsible for the general management and implementation of the City's centralized purchasing function.

As in the past, the Purchasing Department has encouraged City departments to issue blanket purchase orders where possible so as to reduce duplication and increase efficiency. This is important, since the City has expanded its capital improvement program in recent years

which has necessitated the development of numerous complex bid documents on a frequent basis.

The Purchasing Department has continued its effort to select bids from the following vendors; minority, woman-owned, small and Cambridge based businesses. Bid lists are compiled in conjuction with the State Office of Minority Business Assistance and the Massachusetts Department of Commerce Small Business Purchasing Program.

Auditing

The Auditing Division is responsible for the auditing and processing of over 65,000 vendor vouchers and schedules annually. This division is also responsible for auditing all purchase orders, payroll, and vendor warrants generated by the City.

The Auditing Division reconciles the City's cash and receivables system to the City's automated general ledger (TAG System). This enabled the FY87 financial statements to be completed on a timely basis and facilitated the preparation of the annual financial statements for the City's independent auditors, Peat, Marwick, Main and Co.

With the installation of the City's new Central Computer System, as detailed in the Data Processing narrative, the auditing division assisted in the selection of a vendor for the new computerized financial and management information system. The new system, which will comply with the generally accepted auditing standards, will be fully implemented by July 1, 1988.

Revenue

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

In addition to being able to collect 95.7% of FY87 real estate and personal property taxes, the Revenue Division at the same time was extensively involved with the installation of a new on-line integrated receivable system which became operational July 1, 1987. Phase one of the conversion includes the implementation of a real estate, personnel property, motor vehicle, excise, water, sewer billing and receivable system. Also included in the new system is an automated cashier station and an integrated delinquent tax system. The new system will provide the City with more accessible information for receivables and will eliminate reliance on outside service bureaus. Additionally, the new system will facilitate (more) sophisticated reconcilation procedures and will improve collection methods.

Also, the City will have the ability to automate its municipal lien system, once all current and delinquent real estate files are assembled in one historic computerized file.

Municipal lien certificates are required by buyers of property in the City to verify the amount of real estate tax or liens which are owed on the property. The Certificate is filed with the Registry of Deeds to guarantee clear title to the new owner. In FY87, the Revenue Division processed 3,556 Municipal Liens which generated $83,412 in revenue. This represents a significant increase from fiscal year 1986 when 3,137 Liens were processed generating revenue of $63,249. This increase reflects the strong real estate market in Cambridge.

Cash Management/Payroll

The Cash Management/Payroll Division is responsible for the disbursement, investment, and reconciliation of the City's cash, and for management of the City's payroll system. In addition, this Division is responsible for soliciting and analyzing bids on the City's Revenue Anticipation Notes and the payment of all debt service obligations on a timely basis.

In FY87, based upon the City's strong financial position, it was projected that the need to borrow funds using Revenue Anticipation Notes (RANs) would be eliminated. RANs are short-term borrowings in anticipation of real and personal tax revenues. However, with the delay in the second-half tax bills the City needed to borrow $13.0 million in March, 1987 and an additional $10.9 million in May, 1987. Even though the amount borrowed increased from recent years, it still was within reasonable limits and well below the $40-50 range which the City was required to borrow in the late 1970's. It is expected that no RAN's will be needed for FY88.

Interest earnings generated from the investment of general fund cash exceeded $1,000,000 in FY87. In addition, interest earnings for the Traffic and Parking Fund and Federal Revenue Sharing Fund totalled $282,556. The total FY87 interest income earnings were reduced in comparison to other fiscal years due to the fact that idle general fund cash was limited because the City did not borrow RANs until late in the fiscal year. However, this was offset by the fact that the City's interest expense was reduced greatly. Also, affecting interest earnings was the reduction in interest rates.

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 FY87, with the lease agreement of the City's current Sperry 80 central computer coming to an end, the Data Processing Department underwent an extensive evaluation concerning the selection of the next generation of mainframe computer for the City. After the current and future needs of the City's departments were analyzed, a Request for Proposal (RFP) was issued in September 1986 for the purchase of a central computer which would meet those current and future needs. Indepth evaluation of the various responses to the RFP was undertaken and the City's new central computer was selected in January 1987.

Digital Equipment Corporation computer company,

was selected to provide the computer hardware, while Management Information Systems and Training, Inc. (MISTI) was selected to provide the application software and support. MISTI, a New England based company, specializes in municipal applications and has implemented systems in over fifty governmental sites. The application software provided is written in a fourth generation programming language called ADMINS/V32, which was developed and continues to be marketed by ADMINS, Inc., a Cambridge based firm. The approach of fourth generation languages in general, is to provide tools which allow programmers and non-technical personnel to make maximum use of the latest technology while eliminating the difficult and time-consuming programming usually associated with technological advancement. ADMINS/V32 is installed locally, nationally and internationally in the private sector as well as the public sector. Other municipal Massachusetts clients include: the Cities of Boston, Peabody and Marlborough and the Towns of Framingham, Reading, North Reading, Andover and Pepperell.

In order to prepare a site for the installation of the new computer system, the Data Processing Center of City Hall underwent extensive reconstruction during the spring of 1987. Installation and the first phase of implementation of the new computer system is scheduled for the first part of Fiscal Year 1988.

The implementation of this new computer system will fulfill the following goals and objectives:

- To meet the current and future needs of the entire City, and offer a major stride towards the goals of systems integration, and accommodation of the necessary flow of data and information among City departments.
- To integrate billing and collection systems for real estate, personal property and motor vehicle excise taxes.
- To integrate a billing and collection systems for water and sewer.
- To implement totally integrated financial system including: general ledger, accounts/payable, accounts/receivable, purchasing, and budgeting system.
- To integrate payroll, personnel and retirement system.
- To automate the collection process at the Treasury cashiers' windows.
- To install records management, billing and accounts/receivable system for the Police Detail Office.
- To automate voter registration, State Census processing and the records management of the City Clerk's Office.

Also during FY87, additional micro-computer hardware and software were installed in the License Commission, Human Rights Commission, Women's Commission, Rent Control, Assessing Department, City Clerk's Office and Human Services Department. Popular micro-computer software packages such as Real World, Lotus 1-2-3 and Word Perfect are now being used in the Finance Department to automate many of its financial applications. Due to this increase of micro-computers in the City, the Data Processing department has arranged various training sessions in the usage and maintenance of micro-computers and in the use of popular software packages. The department hopes to offer even more training next year.

Employee Pension Liability

In March of 1986, the City contracted with an actuarial firm to conduct an actuarial study of the Cambridge Contributory Retirement System. The purpose of the study was to provide the City with a current and independent actuarial valuation of the Contributory Retirement System's total actuarial liabilities and to reach the funding requirements needed to fully fund accrued costs.

As of January 1, 1986, the unfunded pension liability of the system was determined to be $118,822,317.

In fiscal year 1986, to address the unfunded pension liability issue, the Cambridge Retirement System established a Pension Reserve Fund within the retirement system. Together with city council appropriations and the transfer of excess interest earnings generated by the retirement system, the Pension Reserve Fund had a fund balance of $9,295,737 in FY86. In FY87, an additional $3,143,662 of excess earnings for calendar year 1986 was transferred to the Pension Reserve Fund bringing the total to $12,439,399 as of June 30,1987.

Health Claims Trust Fund

Several years ago, the City Council established a Health Claims Trust Fund to act as a contingency against possible deficits in health insurance allotments of future years.

All the health insurance plans which the City offers are based on a claims basis for payment so that there may be times of large on unanticipated claims.

As in the past, an additional $100,000 was appropriated in FY87. As of June 30, 1987, the trust fund has a fund balance of $1,142,334.00.

It is anticipated that additional appropriations will be made in furture years.

Retirement System

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

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

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

Based on a formula from the Public Employee Retirement Administration, the Time Weighted Rate of Return for the City of Cambridge Retirement System in 1986 was 24%.

The total assets of the System as of December 31, 1986 were $86,161,946.47, of which $12,385,241.09 has been set aside for the Pension Reserve Fund. This amount will reduce the unfunded liability of the City's Retirement System.

At the present time, there are over 3,941 active members of the Retirement System, 198 inactive, 1334 Contributory retirees and 240 Non-Contributor pensioners.

General Services

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, Official Statement, and Employee Handbook. In addition, the staff produces several pamphlets, forms, and booklets.

Also, the Print Shop employs two high school students who work after school through the Cambridge Rindge and Latin's work-study program. These students are introduced to printing techniques and other printing processes.

Microfilm

The Records and Microfilm Department undertook a comprehensive program of improving the City's record keeping procedures in FY 1986-1987. The purpose of this program is to update and consolidate the enormous volume of the City's vital public documents, provide safes, more environmentally protective storage and improve indexing to allow easier access and retrieval.

A total of 2800 cubic feet of absolete records were destroyed upon approval of the Secretary of State. An equal amount of records were catalogued and transported to fire-resistant and temperature-controlled storage areas to insure maximum longevity. Included in this program were records of the City Clerk, Auditor, Executive, Treasury, Assessors, Purchasing, Personnel, Human Services, Inspectional Services and Law Departments.

During the past fiscal year the Microfilm Department has filmed, indexed and catalogued a total of 275 individual rolls of film, or 550,000 images, Micro-filming has been performed for the following departments: Assessors, Purchasing, Treasury, Personnel, Payroll, Hospital (Medical Records, C.D.C. Pediatrics and EEG Lab) and Law. Jackets and microfiche copies continue to be provided to department upon request and the process of roll duplication has been updated. The Microfilm Department also conducts research on filmed rolls to provide paper copies of certain information through the use of the reader/printer.

Election Commission

Created in 1921, the Cambridge Election Commission is responsible for supervising all municipal, state and federal elections in the city. Today, the Commission is also responsible for conducting the annual city census, voter registration and serves as the repository for all campaign and political finance filings and reports. The Commission is comprised of two Republicans and two Democrats appointed by the City Manager from a list submitted by the City Committee of each Party.

During Fiscal Year 1987, the Election Commission supervised two elections, the 1986 Preliminary Election in September and the 1986 General Election in November when 56% and 67%, respectively, of registered voters cast ballots. The Commission also conducted the 1987 City census during the late winter and early spring of 1987.

A major effort for the Commission in FY 1987 has been the redistricting of the City's 55 precincts down to 44. The Redistricting Plan, approved by the State's Local Election Districts Review Commission, has required significant changes to be made in precinct boundaries, voter lists, polling sites, and computer applications. Redistricting will take effect after the 1987 Municipal Election, but prior to the Pre-Residential Primary in March of 1988. The Commission will notify all registered voters of their new precinct and polling location when the plan takes effect.

The Commission strives to make it as easy as possible for citizens to register to vote. It conducted 172 voter registration sessions during the year, registering 4,782 voters, for a total of 42,492 registered voters. The office, located at 362 Green Street, is open for registration each business day and, in addition, conducts numerous sidewalk registration sessions, special sessions and sessions in each of the city's 11 wards each year.

Arts Council

In its twelfth year the Cambridge Arts Council energetically maintains its role as the city's official arts agency providing Cantaridgians with an exciting array of excellent artworks and diverse cultural activities. The Council continues to receive local as well as national recognition, and this year received several national awards

including, the Cine Golden Eagle, the Governor's Design Award on both the regional and state levels, and one of five national citations for Outstanding Achievement in Urban Design from the American Institute of Architects. The Council also won awards and ribbons at the Columbus Film Festival and the American Film and Vido Festival. Members of the Council Staff have been called upon to participate as presenters at local, regional and national conferences on the arts including the first statewide Arts Conference sponsored by the Massachusetts Council on the Arts and Humanities and the Annual Conference of the National Association of Local Arts Agencies.

The Council aggressively augments the City of Cambridge's municipal grants and contributions by seeking individual, corporate, foundation and governmental sources. Combined with the city's commitment, such support contributes to fostering the quality of cultural climate in Cambridge. Activities of the Arts Council during FY87 included:

Community Arts Program

With funding from the Community Arts Program, Cambridge artists and performers contined to collaborate with community groups, schools, libraries and other city agencies to enhance the city's cultural and educational life. Over $90,000 in Massachusetts Arts Lottery Council (MALC) and City Arts grants supported more than sixty projects, such programs as: Sounds of Jazz at the Library, the Ultra Sounds Senior Chorus, City-Step Dance Theater and "The Mango Tree", stories by students in the Cambridge Public schools, published by the Lifelines Oral History Project. Public performances funded during FY87, included; the Children's Dance Project, the Nameless Coffeehouse Children's Series, the Little Orchestra of Cambridge and the Folk Arts Network summertime park series. Educational projects ranged from a life-story video created by the 2050 Center seniors, in which music, theater and dance outreach programs were conducted during and after school hours. The MALC Performing Arts Student Series program, administered by the Cambridge Arts Council, enabled over 2000 Cambridge public school children to attend live theatrical performances. In FY87, the Council expanded its services to the Cambridge arts community with planning for projects ranging from artist housing and studio space services to "Arts On The River"; outdoor visual arts exhibits sponsored in conjunction with the Hyatt Regency, Cambridge.

One Percent for Art

This year the Public Art Program saw the completion of several projects commissioned over the past four years, resulting in the installation of ten new artworks throughout the city. Among these were four artworks integrated into Lechmere Canal Park. William Wainwright's thirty foot "Never Green Tree" has become a landmark, with its mylar-covered "leaves" spinning in the breeze. Surrounding the pavilion, David Phillip's bronze pavers reflect the natural elements of an earlier era. James Tyler's "Tower of East Cambridge Faces" is a tribute to the East Cambridge community. Integrated into the brick facade of the First Street Parking garage is David Judelson's "Flag Fragments", a series of ceramic tiles containing imagery of flags from around the world.

David Phillip's "Levitated Stone" has become an integral part of the renovated Dana Park in Cambridgeport. In the East Cambridge Development area, Lloyd Hamrol's "Gate House" welcomes visitors to Front Park. In Harvard Square the "Quiet Cornerstone", by Carlos Dorrien, has become a favorite gathering spot in Winthrop Park. The granite sculpture is carved to resemble a cornerstone from an imaginary building which may have existed in the "Newtown Market", the original name and use of the site. In addition to her five steel-cut figures at Fort Washington Point, Madeline Lord created "Tot Lot Village" for Donnelly Park. The three brightly painted steel structures in the village are built to the scale of preschoolers.

In FY87, the Public Art Committee resumed issuance of an annual Art Plan, highlighting the City's Public Art collection and future commissions and installations. Copies are available from the Cambridge Arts Council

Arts On The Line

During FY87, Arts On The Line (AOTL) has been involved with ten MBTA stations under construction during Station Modernization. Both permanent artworks and temporary projects have been installed, adding creative and challenging dimensions to the Greater Boston subway system.

Temporary artworks included a conceptual cafe at Kendall station by A.E. Rayn, complete with mock menus and painted restaurant furniture, and "Tap on the T", dance performances by Maureen Cosgrove and company at Central and Kendall stations. And who would have



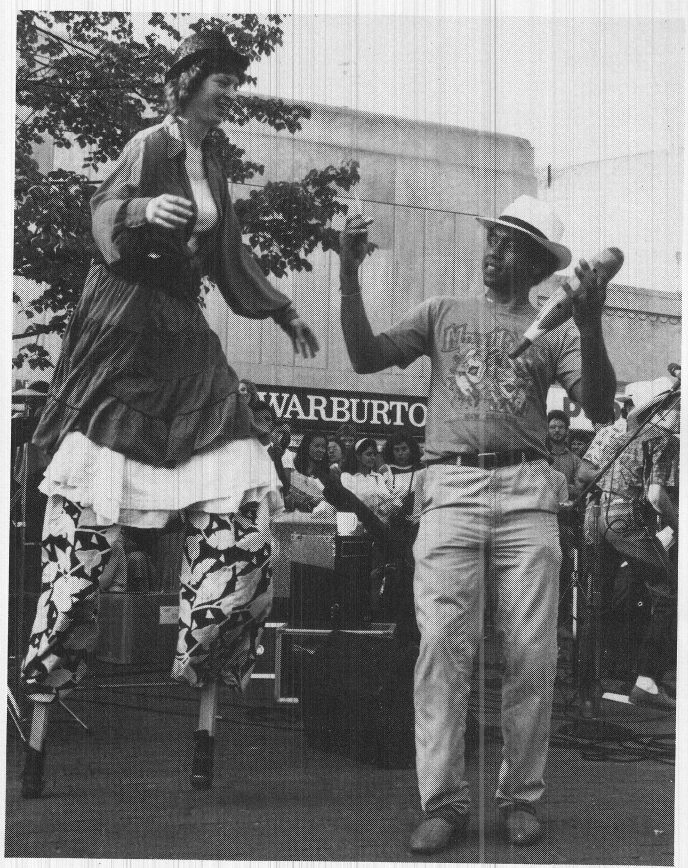
Mural by Lisa Houck at the Kendall Square Station commissioned by Cambridge Arts Council.

known that a saw could be a musical instrument until David Moor and his band played a lunchtime concert for pedestrians in Central Square. However, diverse in media, these temporary projects were among many of the Red Line, all succeeding in easing passenger inconvenience during Station Modernization.

The permanent artwork installations in FY87, included: Elizabeth Mapelli's glass tiles at Central station, and Ann Storrs' and Dennis Cunningham's ceramic medallions depicting abstract and figuritive images of Central Square. At Kendall station a musical sculpture by Paul Matisse is underway; once completed, commuters can set the piece in motion by pulling various "key" handles.

Cambridge River Festival

For the eleventh year the Cambridge River Festival spread its panoply across the city of Cambridge with a week of community festivals, art exhibitions, free performances and school programs, culminated by the traditional Festival Day on the banks of the Charles. Artists, community members, City officials and businesses contributed their talents and efforts to the Cambridge River Festival, and created a celebration that reflects the cultural diversity of the City. Celebrations at sixteen different sites throughout Cambridge included: A Victorian promenade and the First Annual East Cambridge Cup canoe race at Lechmere Canal Park. New to this year's Fesitval was the Inman Square Party, sponsored by the council and the Inman Square Business Association. This event included; music, dancing and a tasty array of food from local restaurants. The River Festival drew the attention of many local media sources; WCVB-TV's Dick Albert broadcast live from the Inman Square celebration and American Cable Systems which documented the Day's events and performances.



Harvard Square Street Dance, part of the 11th Annual Cambridge River Festival.

Artist Registry Services

The Arts Council maintains two computerized Artists' Registries. The Performance Bank is a free listing service, which provides information to community groups and other entertainment bookers, a sample material over 400 performing groups and artists. The Visual Art Slide Registry is used in the selection of artists for public art projects, and is available by appointment to anyone seeking artist's services. The Visual Art Registry contains slides of the work of over 1000 artists.

Exhibitions

The Cambridge Arts Council's "Gallery 57" has continued to provide a full schedule of exhibitions, including, the work of emerging local artists, community organizations, and occasional school programs. Interesting shows during the past year included; the literal and metaphorical landscapes of "The Group of Four", an exhibit that reflected the Jamaican and West Indian Culture, and Joshua Touster's black and white photographs of the 90 mile, 7 day Peace Walk from Cambridge to Greenfield.

The Cambridge Arts Council, through a wide spectrum of innovative and excellent programs, expects to continue its firm commitment to the cultural life and climate of Cambridge's unique population.

Animal Commission

The Cambridge Animal Commission consists of a six (6) member board, a director and two animal control officers. The Director and the Animal Control Officers are responsible for the enforcement of the City ordinance #998 and state statutes relating to licensing and care of animals.

Citations issued during FY87 for violations of City ordinance #998 are the following:

Failure to License	84
Failure to Restrain a Dog	499
Failure to Dispose of Dog Feces	36
Failure to Display a License	104
Total	723

In addition to enforcing the laws pertaining to animal welfare, the commission also offers a low cost spay/neuter program for dogs/cats; an adoption program for unclaimed animals; a recovery service for injured dogs, cats as well as lost or found animals; and a humane literature library.

Fire

The Cambridge Fire Department was formed in 1832 by an act of the state legislature. The department has always been a leader in the profession. The first mutual aid agreement was between the Cambridge and Somerville Fire Departments, one hundred years before most of the nation.

During FY87, the Cambridge Fire Department responded to 10,013 calls for service, a decrease of 314 from the previous years. The department also responded to seventeen (17) multiple alarms and 246 building fires during this time period. In June 1987 the department placed an order for a new Maxim tractor-trailor ladder truck which will be delivered sometime in the early spring of 1988. We also placed a new repair division vehicle in service in February of this year. This particular vehicle was purchased through funds donated to the department by the East Cambridge Savings Bank. The Hazardous Materials Unit was placed into service this year. This unit responds to all chemical spills or any fire in which any hazardous material is involved.

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 be recertified in CPR and are required by law to review the "Right To Know Law". Fifteen (15) new members started their training at our Fire Academy in mid June prior to being assigned to the various companies. The department sent six (6) members to the National Fire Academy in Maryland for training in their Hazardous Materials Course.

Arson Squad continues to do an outstanding job of investigating all fires of suspicious origin. Members on patrol are a determining factor in preventing incendiary building fires. Again this year, there was a decline in the number of vehicle fires. Investigators surveyed 62 structures and 52 motor vehicle fires. This progress is the result of the frequent patrols in target areas, vigorous investigation and cooperation with insurance company special investigation units and prosecution of guilty persons.

Fire Prevention activites during FY87 included:

- High Rise Safety Program: The Fire Prevention Bureau during this period inspected and conducted extensive Fire Safety Seminars on High Rise Buildings. The Bureau worked with alarm companies and management to review and revamp their evacuation plans.
- A School Safety program developed three (3) years ago with the intent to sustain Fire Education continues in all the schools in Cambridge.
- Plan reviews for new construction continues at a rapid pace. Starting with the initial blue print review to the individual consultation of components at each level of construction, to completion and inspection of all companies indigenous to the Fire Prevention Regulation state codes.
- Continued code enforcement of the smoke detector laws.
- Safety inspections for new licenses increased this year putting an additional burden on the Bureau.
- Certificates of occupancy permit inspections by the Fire Prevention Bureau continue to increase because of new construction and renovation.
- The first High Rise Hotel Seminar developed by the Cambridge Fire Prevention Bureau was held at the Hyatt Regency Hotel in Cambridge.

Department Responses

Year	Fire Duty & Other Service	Emerg. Med. Services	False Alarms	Mutual Aid	Total
FY85	6741	2497	1136	268	10,372
FY86	6586	2349	1107	285	10,327
FY87	6311	2403	1801	218	10,013



Firefighters at four alarm fire on Third Street.



New Aerial Tower placed into service was being used to extinguish major three alarm fire on Massachusetts Avenue.

Police

Serious crime declined once again in the City of Cambridge in calendar year 1986. When compared with the previous year, the City recorded a three percent decrease in calendar year 1986 in Part I crimes. This represents the fifth consecutive year Part I crimes have either declined or remained the same within the City.

(Because of the seriousness and frequency of occurence, 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 1986 Part I crime index of 6,433 was a decline when compared to last year's total of 6,627. Four murders were recorded in the City compared to none for 1985. Burglary and motor vehicle thefts remained stable. Crimes which recorded a decline included aggravated assault (-3%) and larcenies (-7%). The major crimes recorded an increase included forcible rape (+15%) and robbery (+8%).

Crime	1985	1986	%change
Forcible Rape	27	31	+15%
Robbery	365	395	+ 8%
Aggravated Assault	312	304	— 3%
Burglary	1,410	1,420	+ 1%
Larceny	3,256	3,029	— 7%
Auto Theft	1,257	1,250	— 1%
Murder	0	4	
	6,627	6,433	

For the fiscal year ending June 30, 1987, the Cambridge Police Department consisted of 269 sworn officers. This figure includes a new recruit class of 19 officers which began fourteen (14) weeks of training in the month of June. Graduation for the Recruit Class of 1987 is scheduled for September 13, 1987.

Of the total complement of sworn officers, 188 officers were assigned to the uniformed Divisions (Day Patrol Operations, Night Patrol Operations, and Traffic Division). The department continued its pro-active enforcement program for moving violation throughout the City, in order to further reduce the crime rate and the number of reportable motor vehicle accidents as evidenced by the 11,201 moving vehicle citations issued by the Uniformed Division. In addition, the Uniformed Divisions issued a total of 134,780 parking violations in FY87.

As in previous years, the Youth Division of the Police Department, in cooperation with the School Department, conducted a Youth/Police Awareness Program. Every Friday, a different eighth grade class is transported to the Police Station for four hours of lectures, films, a guided tour, and voluntary fingerprints. The program acts as a very positive way for police officers to meet, interact, and get to know the young people and future adults of the City.

With a generous grant from the East Cambridge Savings Bank and supporting sponsorship from the Polaroid Foundation and the Mount Auburn VFW Post #8818, the Cambridge Police Department was able to purchase an Auxiliary Robotics Educational System (ARES) robot for its Youth Division's child safety program. The program, "Speak Up For Safety", will take advantage of the robot's ability to capture the attention of children of all ages and to make the information more memorable. The ARES robot will focus on teaching



The Cambridge Police Department's newest rookie, a robot purchased with a grant from East Cambridge Savings Bank, is shown with (L to R) Cambridge Police Chief Anthony Paolillo, Cambridge Superintendent of Schools Dr. Robert Peterkin, East Cambridge Savings Bank's president George Wilson and Cambridge Mayor Walter Sullivan.



Safety Officer Thomas Donahue of the Cambridge Police Department's newest recruit, the first child safety robot in New England.

children in grades K-12 about personal safety, alcohol abuse, and other safety issues.

The robot, developed by 21st Century Robotics in Norcross, GA is remote controlled by radio, stands at 5'4" high and weighs 180 pounds. The robot moves forward and backward, spins on command, and moves its arm. It has a VCR monitor in its belly, an audio system, flashing "eyes", and a stop signal light in one arm.

The robot will be named following a name-the Robot contest conducted in the Cambridge School system in September. A special swearing-in ceremony will be conducted in October at the Cambridge Rindge and Latin High School.

Traffic & Parking

During FY87, the department continued to allocate its capital investment budget to upgrade the operations of various division within the department. This upgrading has resulted in a more efficient operation for both employees and the general public who utilize our services.

To accomplish these goals, the department has continued to upgrade the Computerized Traffic Control System. This improvement has already resulted in savings for the general public as well as reducing the length of time waiting at the pedestrian crossing. At the present time, we have sixteen (16) intersections on-line with a master computer located at the City Hall Annex. The department will continue this program, until all 84 intersection planned are integrated. This will also provide the department the capability to monitor every intersection on-line for emergency as well as normal conditions.

The department continues to be actively involved in the review of plans for development within the City. Our role is to insure that development does not result in neighborhoods that are overrun with vehicles and streets that are unsafe for pedestrian traffic.

The construction of phase II of the East Cambridge parking facility which began during FY86 is expected to be in full operation by December of 1987. At the present time, we have increased off-street parking spaces to ease the growing demand for parking in East Cambridge.

The managing of our limited on-street parking assets continues to be a major effort in the Department. The residential parking sticker program has seen an increase in the number of stickers and visitor passes issued at our office and by mail. During the same period of time, a record number of visitor passes have been revoked because of misuse of services.

The residential parking program upgraded its computer operations and developed new programs to expedite the issuance of resident parking stickers and visitors permit. This resulted in shorter waiting lines and increased requests for stickers through the mail. A breakdown of resident parking program for FY87 is as follows:

Type Transaction	No. of Transaction
Resident parking program stickers issued	39,382
Visitor parking permits issued	60,712
Revoked permits for misuse	2,594

These programs along with our normal activity of maintenance of traffic signals, layout and painting of streets and ways, collection of parking ticket fines, scheduling of parking ticket hearings, parking meter maintenance and the operation of three offstreet attendant parking facilities, has increased the activity of the Department. It is our responsibility to continue providing better and more efficient services for our residents and other users.

Police Review and Advisory Board

In FY84, Police Review and Advisory Board was created by City ordinance to provide for citizen participation in reviewing Police Department policies, practices, procedures and to provide a prompt impartial and fair investigation of complaints brought by individuals, police officers upon whom a complaint has been rendered, and employees of the police department.

During FY87, board members were appointed and an Executive Director was hired to assist the Board on its deliberations. In the coming year, the board will begin to work with the chief of police to review and update the policies and procedures of the police department. The board expects to increase its public information efforts through messages on Local Cable Television; personal interaction with Community groups; and creation of an informational brochure for distribution to the Community.

Inspectional Services

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

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

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

In addition, the department is self-supporting and collected almost 2 million dollars in revenue above its budget operating costs for FY87. Departmental revenues has increased from $248,000 (FY80) to $2,959,000 in FY87.

1987 introduced a training and development of staff program which included the following:

1) In-service training by Inspectional Services Supervising staff and resource people.

2) Code and Trade Associations have been utilized to provide specialized training.

3) Boston Inspectional Services has included our staff in their training in areas of public Health.

Other types of training are under consideration and will be added to program in the future.

Item A
Number of Permits Issued

Building	2,982
Electrical	2,911
Gas	1,230
Plumbing	1,394
Certificates of Occupancy	320
Appeals Zoning Cases	112
Annual Builders Licenses	490
Special Builders Licenses	1,272
Milk Licenses	719
	11,430

Item B
Revenue

Building Permits	$2,404,523
Certificate of Inspection	169,765
Plumbing Permits	68,680
Wiring Permits	88,959
Zoning Appeal Filing Fees	42,991
Certificate of Occupancy	16,688
Gas Permits	20,329
*Elevator Permits & Testing	29,850
Builders Licenses (Annual)	12,396
Builders Licenses (Special)	6,360
Private Bridge Air Rights	7,526
Massage Establishments	7,137
Milk License	3,595
Retail Food Certificates	19,304
Package Stores	5,011
Mobil Food Services	1,914
Food Handlers Alcohol/Non Alcohol	49,793
Retail/Wholesale Bakeries	1,654
Food Processors and Manufacturers	2,525
	$2,959,000

Item C
Other Activites

Plan Reviews Zoning Building	700
Fire Department Referrals	27
Court Hearings	1,070
Special Reports	42
Places of Assembly Inspected	1,800
Complaints Received	3,990
	7,629

*Elevator Permits & Testing has been turned over to the State.

License Commission

The License Commission, comprised of a chairperson, the Chief of Police and the Chief of the Fire Department, is charged with the responsibility of issuing and enforcing all food and drink, lodging, vehicle and certain miscellaneous licenses. The Commission regulates approximately 1600 premises, 248 taxis, and approximately 600 taxi drivers. The Commission meets on the second and fourth Tuesday

of each month at 6:30 PM — this allows for greater community participation and involvement in the decision-making process of the Board.

This Commission works very closely with several other City agencies principally the Fire, Inspectional Services, and Traffic & Parking Departments — before a license is issued and in the enforcement of rules and regulations of said license. The License commission is also one of the larger revenue producing departments in the City. FY87 was no exception with over $1,000,000 being collected. Licenses to sell and serve alcoholic beverages continue to be the largest revenue category for this commission. During FY87 the following license revenue was secured, by category:

License	FY87 Revenue
Alcoholic Beverages	$625,070
Common Victualer	30,410
Innholder	6,520
Lodging House	141,503
Storage of Inflammables	122,846
Shops Sales	6,228
Hackney/Drivers	11,195
Motor Vehicle-Related	94,760
Entertainment & Sports Related	103,851
Miscellaneous Fees	4,885
Reproduction Fees	107
Hearing Fees	8,652
Total	$1,156,027

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

Part-time civil investigators were added to the License Commission staff, in order to expedite the collection of information on license holders and to verify their compliance of city regulations, and governing state statutes. These part-time Civil Investigators also attended licensing matters and assisted police officers, who otherwise will not be able to respond all the other numerous priority calls.

During FY87, an Executive Officer and Information Systems Specialist were added to the License Commission Staff to facilitate an orderly cataloging, retrieval, and dissemination of the voluminous amount of licensing information and paperwork in the office. A part-time Hackney Inspector was also added to the staff in order to assist the full-time Hackney Inspector meet the increasing demand for better cab service.

During FY87, the License commission conducted a comprehensive study regarding the Cambridge taxicab industry in cooperation with the Police Department, Fire Department, Traffic and Parking Department, Council on Aging, Commission on Handicapped Persons, Consumer's Council, The Cambridge Chamber of Commerce, Combined Cambridge Business; Individual Cambridge Consumers, Cambridge Hotels, the Cambridge Office of the State Welfare Department, Somerville-Cambridge Elderly Services, Cambridge's Universities, the Cambridge Haitian American Association, Cambridge cab owners, Cambridge cab drivers, the newly formed Cambridge Taxicab Association, and Cambridge's two cab radio services. Some (30) persons from the above-named agencies and groups formed the attempt to reach a consensus, and in June of 1987 submitted a twenty-three page set of taxicab-related proposals, which were approved by a majority of the Taxicab Advisory Committee. The twin goals sought to be secured by the Committee were (1) reasonable cab service for Cambridge residents and businesses, and (2) reasonable profit for members of the Cambridge cab industry. The Committee had available to its panel of taxicab, consultants whose expertise ranged from regulatory economics to transportation planning.

The License Commission during FY87 continued to implement its expressed policy goal of only allowing that level of business licensing and economic development which is consistent with the predominant charater of a particular area. In adopting this policy, the License Commission acknowledged it was neither "pro neighborhood" nor "pro business". The License Commission has therefore formalized its role as a balancing agent between the city's need for both a strong economic climate and reasonably safe and quiet residential areas. With respect to residential areas, the objective of this policy is to ensure that no new license is to be granted, nor existing licenses must operate, if that license would endanger the tranquility, peace and stability of a predominately residential area.

In support of this general policy, the Commission during FY87 made no exceptions to its cap policies, limiting the number of liquor licensees, in six delineated "cap" areas principally along Massachusetts Avenue from Lafayette Square to Alewife Brook Parkway. During FY87 the Commission also established a seventh "cap" area, in Inman Square.

During FY87, the Commission worked closely with neighborhood groups, the community Development Department, and two developers in an endeavor to work out a compromise as to the size and content of two proposed developments in Porter Square. During FY87, the Commission also worked closely with the Community Development Department on a detailed study of future directions for the Central Square area.

During FY87, the Commission in conjunction with noise control engineers commenced a study into the formulation of new regulations relative to specifying allowable sound and vibration levels which emanate from licensed premises and which are perceptible on residential

premises. This study was commenced in response to judicial reluctance to enforce under the criminal laws the city's ordinance on noise control.

During FY87, the Commission's request to update the Sunday entertainment licensing ordinance was approved by the City Manager and City Council, thereby bringing the city's entertainment licensing procedures into harmony with all applicable statutory and constitutional requirements.

During FY87, the License Commission, pursuant to a consensus reached following extensive hearings and negotiations with different groups of licensees, raised most license fees by ten percent (10%). The most recent general license fee increase prior to FY87 took place during FY83, while the inflation rate between two fiscal years was approximately seventeen percent (17%). The ten percent (10%) increase was therefore accepted without dissension.

In furtherance of its citywide neutrality between businesses and residents, the Commission during FY87 whenever reasonably possible operated out of negotiated settlement, compromise, and consensus. As a corollary to its policy formalizing its role as a balancing agent between residents and businesses, the License Commission continued its policy favoring out-of-court negotiated settlements, compromise, and consensual resolutions among competing interests. However, the Commission insisted that each out-of-court settlement immediately provide both certainty and reasonableness as to what will be allowed and what will not be allowed on the licensed premises.

Inevitably, since negotiated settlements are not always possible, the License Commission was involved with a few court actions in FY87. Fortunately, during FY87, the Commission was able to get dismissed at the Superior Court level a case brought in FY86 by a non-Alcoholic beverage restaurant seeking to invalidate the Commission's Harvard Square "cap" policy as to new liquor licenses. With respect to another case, brought in FY86 by a Central Square night club whose capacity and hours have been limited by the Commission, a second set of hearings on the nightclub were held by the Commission during FY87 and the matter is still pending in the Superior Court. With respect to new court actions involving cabs and all brought essentially by the same people within the cab industry. The issue involved in the first case is whether any one cab company can lay exclusive claim to the color, yellow, as the base color for a cab. The issue involved in the second case is which of two groups will be allowed by the Commission to purchase and operate the (26) cabs currently owned and operated by the Cambridge Taxi Company. The issues in the foregoing two cases remain unresolved and the cases are still active. The issue involved in the third case was whether the Commission complied with applicable laws when it imposed a moratorium on cab license transfers, pending completion of a study, the issue was preliminary resolved in the Commission's favor at the Superior Court level, and the whole issue is now moot as the Commission has voluntarily lifted the moratorium.

During FY87 the License Commission also continued its policy of maximizing input from Cambridge residents, Cambridge businesses, and relevant City officials.

- Free mailing of all commission hearing agendas to Cambridge residents and Cambridge businesses.
- Frequent communication with both business groups and residents groups as to how the Commission may assist in successfully resolving pressing problems.
- Active solicitation of opinions from business and resident groups prior to issuing any new licenses.
- As a matter of policy, sitting down for hearings with all applicants for non-alcoholic beverage restaurants, extension of hours, and entertainment licenses, although not legally required to do so.
- Providing a verbatim stenographic record of each hearing so that business people or residents may verify what was actually said and by whom at Commission hearings.
- Under the direction of the City Manager, the Commission coordinates with the Assistant City Manager for Community Development, the Traffic Director, and the Inspectional Services Commissioner to facilitate exchange of information and to avoid a developer's technique of "divide and conquer" with respect to City officials. This procedure was used in FY87 to disseminate information on developments planned for Porter Square, the Grace site on Alewife Brook Parkway, the Simplex site, and the Lechmere Site.
- Coordinating with the Middlesex County District Attorney's Office and the State Attorney General's office to increase effectiveness in areas of common concern.

The License Commission during FY87 also continued to formalize a network of licensing officials nationwide, so as to facilitate the exchange of licensing information and ideas in problem areas. Indeed, the Commission during FY87 went so far as to convince the national association of licensing officials to hold its FY88 conference in Cambridge.

The License Commission during FY87 continued to supply administrative support to the Cambridge Pole and Conduit Commission, the workload of which has increased significantly with the construction of Cambridge's Cable TV system. Also during FY87 the License Commission's continued its exchange of information with the Cambridge's Consumer's Council to assist in the satisfactory resolution of consumer complaints lodged against license businesses by Cambridge residents. Furthermore, the Chair of the License Commission during FY87 was named by the City Council as an ex-officio member of the Consumer's Council.

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

- Improved coordination with the Inspectional Services Department regarding premises regulated by the department and the commission; a central computer with work stations in both the Inspectional Services Department and in the commission office will enable both agencies to act in a timely and harmonious fashion.
- On-site visits to each licensed premise to update data.
- Faster responses by commission personnel as to requests for information and services.
- Implementation of proposals made by the Taxicab Advisory Committee.
- Relocation of the Commission's Office to larger quarters.
- Logical organization of cab-related data within the data processing system so as to facilitate quick access to all of this information.

Weights & Measures

Weights and Measures Department provides services on consumer protection, in order to insure that equity and fairness prevails between buyer and seller in determining the quantity of goods involved in all business transactions in the City of Cambridge. All sales of goods and services in which measurement is a criterion such as food, heating fuel, and gasoline are within the purview of the department's daily activities.

The Sealer of Weights and Measures enforces all laws, ordinances, and regulations relating to the accuracy of Weight and Measuring devices used by local business establishments. Thus, the sealer tests, seals, adjusts, or condemns various weighing and measuring devices used in commerce activities. In addition, pre-packaged food and merchandise are inspected for compliance with weight, measure, and count requirements, and the "unit price" law is strictly enforced by the department. Currently, the Sealer also serves as a member of the Cambridge Consumer Advisory Council.

Scales Sealed:	
Over 10,000 lbs.	11
5,000 to 10,000 lbs.	11
1,000 to 5,000 lbs.	22
100 to 1,000 lbs.	91
Under 100 lbs.	386
Weights Sealed:	
Avoirdupois	437
Metric	451
Troy	10
Gasoline pumps sealed	405
Vehicle tanks sealed	33
Taxi meters sealed	267
Wire, rope	4
Yard sticks sealed	5
Sealing fees for fiscal year 87	$10,467

Electrical

One of the responsibilities of the department is the installation and maintenance of the City's 5,000 street lights. The conversion of mercury vapor lights to the more efficient sodium lamps have increased light output from 30% to 50%, but also proved to be cost effective. This year a relamping program was instituted, which involves complete maintenance of every street light, consisting of cleaning the lenses, reflectors, changing lamps and to create a more uniform pattern of lights for each street.

The Electrical Department manages four divisions consisting of Fire and Police Signal, Fire Alarm Operators, Electrical Services, and Radio Communications.

The Fire and Police Signal Division is responsible for the City's fire alarm system, consisting of 70 miles of cable, 650 file boxes and 40 police boxes. The alarm systems are continually inspected and tested to insure reliability for the protection of the public and subscribers.

The Fire Alarm Operators are responsible for receiving fire related emergency calls via telephone and the City's fire alarm system and all emergency medical calls. This division receives 10,800 emergency calls per year and also handles the daily business calls for both the fire and electrical departments. This division also controls the paging system for the department of Inspectional Services and Emergency Management.

The Electrical Services Division is responsible for supporting all departments in the installation and maintenance of electrical systems and maintains 700 lights in recreational areas, streets, and outdoor parking facilities, and was involved with capital projects concerning buildings and recreational areas. This division was responsible for the wiring and installation of lighting and cameras for live broadcast of the city council meetings.

Radio communications manages and maintains the City's radio systems for all departments. This division is in the process of installing a new city wide radio system to service the communication needs for all departments. Communications on the new system will be available to all departments in January, 1988.

The installation of the New City Wide Radio System is in progress in the renovated Fire Alarm Office at the Electrical Department.

This department is also involved in overseeing the installation of the City's cable television system and is

currently involved with the wiring in municipal buildings and outdoor area's where televised broadcasts will be possible in the near future.

Emergency Management

The Cambridge Emergency Management Department is the successor to the former Civil Defense Department. The name was changed to reflect major changes being made in emphasis taking place in both the Massachusetts Civil Defense Agency and the Federal Emergency Management Agency. These agencies are moving away from preparation for the hazards of nuclear war and working instead on preparing governmental responses to natural and man-made disasters. Cambridge is home to a number of companies and institutions that present a wide variety of hazards. There are 49 entities in Cambridge licensed to possess and use radionuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 19 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 three hundred locations in Cambridge present such risks.

These hazards, although small in scale, are uniquely diverse and present a real challenge. Intensive emergency management planning is needed to ensure that the citizens of Cambridge are protected against these hazards. 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 and 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. This database will be available to fire companies on line on a twenty four hours a day basis. The computer located at the Emergency Management Department office is able to access the FEMA IEMIS computer which provides excellent computer graphics to perform plume trajectory and puff dispersion modelling of hazardous material spills. The IEMIS system also provides NOAA weather data on line 24 hours a day. All units can access the CHFMTREC data bank for chemical information relating to material spill emergencies.

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

Public Works

The Public Works Department is a frontline service delivery agency providing snow removal, street and sewer maintenance, solid waste pickup, upkeep of city buildings, park and recreation maintenance, cemetery administration, clean streets and much more. At the same time the Department is guardian of the City's infrastructure and must plan and implement for present and future needs within an ever tightening set of fiscal restraints.

The past winter was especially severe. The Department sent out its salt and sand trucks 16 times while using plows in six separate storms, calling in contract plowing during four of the most severe winter encounters. This effort, besides covering the City's 125 miles of street, encompasses all city property, public parking areas, school sidewalks and parking lots.

Pot hole work, particularly in the spring, is carried out as a regular and continuing duty with a radio-equipped truck receiving complaints from a special "pot hole" 24 hour hot line. More serious street repairs are done by standby crews that operate, in parallel with the hot line, 24 hours a day, including weekends and holidays. Nearly 500 tons of patching materials was put down in FY87. 108 citizen requests for a driveway installations were undertaken while 200 water openings in city streets were patched and restored to grade level.

The Department's solid waste unit picked up 44,000 tons of solid waste with twelve trucks manned by three man crews on a once a week pickup schedule. Both volume and costs are beginning to rise, the latter dramatically in the wake of a tightening of State disposal regulations, the closing of outmoded dumps and the slow re-siting of new landfills and resource recovery facilities. During FY87 the "dumping" fee increased in less than six months from $22 per ton to $62 per ton, a three fold increase. Cambridge's bill this year was nearly $1,800,000; while next year the cost is expected to exceed $3,000,000.

The catch basin cleaning program under way included 600 catch basins out of a total of 3000. New equipment authorized in FY87, along with a supplemental contract, will substantially increase production next year with the goal of cleaning all the basins every two years. Working with the City's consultant, the Department initiated

The City's planning efforts are implemented by a 50 member staff who administer in excess of $40 million in Federal and State grants, including $3.1 million in FY87 Community Development Block Grant funds. The staff works closely with the City Council, the Planning Board, citizen groups, developers, the business community and other government agencies to ensure widespread participation in the City's planning efforts. In addition to these activities, Department staff are always available to provide technical assistance, zoning information, census data and other planning information to the Cambridge community.



Dedication of Lechmere Canal Park,
Left to right, Mayor Walter J. Sullivan, Assistant City Manager Mike Rosenberg, Robert Brown (H.U.D.).

Historical Commission

Since the Historical commission's creation in 1963, the work of the department has expanded greatly in response to development pressures throughout the City. Its original mandate included the administration of four historic districts in Old Cambridge, which later were united into the Old Cambridge Historic District (OCHD); the survey of some 13,000 Cambridge buildings; and the creation of a marker system to identify buildings of historical significance.

These responsibilities remain an important part of our jurisdiction and have formed the framework for additional projects and accomplishments. This year the Historical Commission heard 20 cases relating to alterations and additions to buildings within the OCHD. The Commission also has jurisdiction over local landmarks and reviews demolition permit applications for buildings over fifty years old. With four landmarks currently designated, the Commission staff has undertaken a survey of eligible buildings in the City with the hope that many of them will be designated as landmarks in FY88. In addition, 95 demolition permit applications were reviewed, with 26 evaluated at public hearings; of the 26, 6 were evaluated for landmark designation.

The adoption of the ordinance establishing neighborhood conservation districts in 1982 led to the creation of two such areas: the Half Crown NCD (1984) and the Mid Cambridge NCD (1985). Formed to control development west of Harvard Square, the Half Crown Commission has heard 13 cases concerning alterations and related matters since its establishment. The Mid Cambridge NCD includes over 2,000 buildings and has heard 59 cases regarding alterations and routine matters this year.

The Commission's research and publications component has remained active since the publication of the Survey of Architectural History in Cambridge in five volumes between 1964 and 1977 and its publication of A Photographic History of Cambridge in 1984. Report One, East Cambridge is currently being revised, with a projected publication date of 1988. The staff is also preparing a rehabilitation guide Maintaining Your Old House In Cambridge which will be published in FY88.

In addition to the Commission's involvement in preservation planning in Harvard Square, it is involved with the Community Development Department and Central Square community groups on rezoning and urban design issues. The preservation component of this project will involve the creation of an overlay zone incorporating buildings listed in the National Register of Historic Places. Listing in the Register will allow owners of income producing property to apply for the Federal Investment Tax Credit for substantial rehabilitation, as well as to donate a facade easement to the Cambridge Historical Commission for a substantial tax deduction.

The department also provides technical and advisory services. Fort Washington has become the focal point for a group of citizens known as the Friends will complete the restoration of the original Fort Washington site in FY88, Preservation Projects Fund. Other on-going rehabilitation projects include the restoration of Longfellow Park. The department also assisted in the restoration of Winthrop Square and the house at 109-113 Hampshire Street, an 1823 Structure which was moved from East Cambridge.

The department also administers two programs available to low- and moderate-income homeowners — the Preservation Grants program, now in its eleventh year has helped over 200 people restore their homes, while the paint program, in its sixth year, has provided subsidies to help over 100 people paint their houses.

Conservation Commission

The 1957 Massachusetts Conservation Commission Act

provides the framework for the roles and structure of the Cambridge Conservation Commission. Since its establishment in 1965, the Commission has committed its efforts to the preservation of local natural resources and open spaces. The Commission assumed additional responsibilities with the passage of the 1972 Wetlands Protection Act. This Act entrusted municipal Conservation Commissions with important new regulatory responsibilities.

Due to the important ecological roles of wetlands and their sensitivity to various forms of development, the State legislature enacted this environmentally significant legislation, giving each Commission the mandate of protecting their local wetland resources. In 1983, the wetland regulations were amended to include the protection of floodplains. This was accomplished through a case by case review and permitting process.

In essence the Wetlands Protection Act prohibits any work or project that removes, dredges, fills or alters wetlands and/or floodplains until a permit from the local Conservation Commission is obtained. This permit, called an Order of Conditions, can be acquired by an applicant only after a Conservation Commission reviews a proposed project at a public hearing and issues conditions in the permit designed to protect the wetland resource in question. Since the passage of this law, the Cambridge Conservation Commission has overseen this permitting procedure for the City. An additional responsibility of the Commission is to advise the Planning Board as they review projects that require Special Floodplain Permits.

This past year, the Commission has conducted eight (8) public hearings. One of these hearings has helped in the planning of public parkland along the Miller's River located in the highly industrialized north point area of Cambridge. The Commission shares the vision of the Metropolitan District and the Cambridge Community Development to evolve this industrialized area into an attractive public open space, which will serve as a continuum to the MDC's Charles River Greenway.

In addition, the Commission provided alternative ways to curb destructive impacts on Cambridge's valuable wetland resources and open spaces. For example, the Commission worked with the MBTA to clean up and stop illegal dumping in the wetlands behind the Alewife Station/Garage. These verdant wetlands connects to the MDC Reservation, which provides habitat for a rich variety of wildlife that would be severely impacted should dumping continue to occur.

To address natural resource management concerns, the Commission has applied for a state Clean Lakes grant to investigate the continuing deterioration of Black's Nook Pond, located in the Fresh Pond Reservation. The results of the investigation, which was in part funded by the City was made available to the public last fall and received an overwhelming support for restoring Black's Nook pond. Hence, the Commission has applied for another grant to implement the study's recommendations for pond restoration. As an environmentally concerned City agency, the Conservation Commission continues to provide comments and recommendations to state and federal environmental agencies on projects that potentially impact wetland resources in Cambridge. Our office also provides information to the public on environmentally related questions. The Commission's responsibilities will be expanded in the upcoming year as an amendment to the Wetlands Protection Act takes effect. This amendment focuses on the protection of wildlife habitats in wetlands. The conservation Commission also coordinates the Community Garden program. This year the Commission distributed 400 packets of free vegetable seeds, through the Mass seed program, to the members of its 13 Community Gardens. The Commission also provides staffing support for the Committee on Public Planting.

The Committee on Public Planting was established in 1979 through a City Council ordinance. Since its inception the Committee has served in a variety of roles including: review of public planting projects, advising city departments about public planting selections and maintenance, providing information to the public concerning tree care, and sponsoring a tree planting program supported by the Department of Public Works. Since 1982, over 500 street trees have been ordered and planted through the Committee's Client Street Tree Program. Through this program a resident, condominium association or business can choose and select a street tree for their chosen location, and the City pays for the planting. The Committee realizes that trees are an often overlooked and under-utilized amenity to the city landscape. Trees improve on the quality of life in both subtle and obvious ways. This year the Committee assisted the Department of Public Works in the selection and planting locations for 33 trees that now beautify Massachusetts Avenue, from Alewife Brook Parkway to Linear Park.

In addition, the Committee sponsored an innovative four-part tree program designed for elementary school children. This combined field study and experiential natural history program was conducted this past spring at the Longfellow School, through an after-school program series sponsored by the Department of Human Services. Students learned about tree botany, identification and ecology. The program culminated with a field trip to explore the extensive "Tree Museum" at Mt. Auburn Cemetery.

Because of the Committee's concern over planning and open space issues along the Charles River, its members continue to work with and advise the Metropolitan District Commission on Memorial Drive projects.

Nuclear Disarmament and Peace Education Commission

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

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

The Commission believes that addressing our defense needs by "throwing money at the problem" has unnecessarily drained needed resources from our community, and has led to military waste without forming a rational national defense policy. The commission initiates projects and supports programs which build peace by challenging the underlying causes of war, such as injustice, misunderstanding and violence.

During the last year, the commission sent its second citizen's delegation to the USSR to establish a relationship with Yerevan, the capital city of Soviet Armenia; participated a delegation to its sister City San Jose las Flores, El Salvador; sponsored an international Peace Camp; promoted the initiation of a "sanctuary" City Ordinance; released a report on military contracts in Cambridge; completed the resolution of conflict kits for peace education in grades K through five (5); upgraded the peace library collection to 600 volumes and 15 periodicals; and sponsored dozens of public peace education events.

The Peace Commission welcomes volunteers and participants in all of its programs.

Rent Control

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

In the past year, the Rent Control Board has successfully completed several projects which will allow for more automated and regular city-wide general adjustments of rents, including a "bridge" to the Assessor's Office data base for efficient transfer of essential property information and computerized capital improvement records. During FY 1987 the Board used its computerized capital improvement records for the first automated capital rescissions.

During FY 1987, the Rent Control Board completed the planning and implementation of a city-wide class D General Adjustment of rents for approximately 5,000 controlled rental units in the City. In addition the Board completed a general adjustment for approximately one quarter of all rent controlled units, and expects a city wide general adjustment to be in place in the first quarter of FY88.

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

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

Cable TV

The Office of Cable Television began operation early in 1982 with the mandate of overseeing the licensing development and construction of a Cable system in the City of Cambridge, and providing information and assistance to City Departments, residents and consumers.

The major portion of this construction was completed

in the past fiscal year. The Office of Cable Television maintained close and careful oversight of the entire construction process. A contract Cable Construction Supervisor was hired to oversee the daily detailed accounts of each phase of the construction. This carefully-monitored supervision, in conjunction with the ongoing Cable Construction Oversight Committee, resulted in one of the smoothest urban cable construction projects in the country.

The Cable Office also received many consumer/ resident inquiries, most of which concerned construction and installation problems or information requests. Out of approximately 1,500 telephone inquires, over 500 involved consumer complaints which were resolved by the office or in conjunction with American Cablesytems.

In accordance with the license negotiated, the system must be completed and service made available to all residents no later than December 30, 1987.

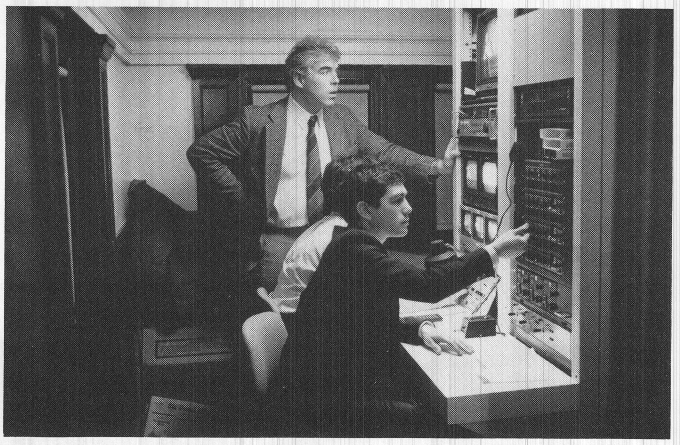
The plans to develop a Municipal Television Facility for the City took several large steps forward in the past budget period. A control booth for directing live events from City Hall was constructed above the Council Chamber and a number of City Hall offices were wired for live and taped transmission from the Booth. Live cablecasts of the City Council meetings began in March and continued into the summer. The staff of the Cable Office directed all of these events, which were also taped for repeated showings on Channel 8, the City's Municipal Television Channel.

Other productions by the Office for Channel 8 included programs for the Library, the Cambridge Housing Authority, the Hospital, the Mayor's Office, Cambridge School Volunteers, Veteran's Administration, Peace Commission, and License Commission. These programs covered a wide variety of topics and interests ranging from "Housing Options for the Elderly" and "A Children's Storytelling Hour with Representative Joseph P. Kennedy" to coverage of the Memorial Day Services at Cambridge Cemetery and training tapes for License Commission staff members.

Programming already in production for the coming year includes: a 13-part series on "The Constitution" with members of the Mayor's Committee for the Constitutional Commemoration and a Series on Health Issues with the Hospital and Library.

The office also began a 24-hour City Bulletin Board Service which repeats messages and information on City Departments and Services on Channel 8. Total video programming included over 280 hours, 120 hours of which were original live or taped productions.

The basic and fundamental purpose of this type of programming is to provide residents of Cambridge with essential information on City services and continue to encourage greater interaction between City officials and Cambridge citizens.



Cable Office Staff, Ned Casey, Clarissa Tyrell and Edgar Valez, Monitor proceedings of City Council Meeting from channel 8 control booth above the chamber.

Water Department

The Cambridge Water Department (C.W.D.) is a municipally owned and operated water utility serving approximately 100,000 permanent customers and an estimated additional 25,000 student population during the academic year. The Water Department operates as an agency of the city government under the general direction of a five-member Board of Water Commissioners, appointed by the City Manager. The operating budget and capital improvement projects are financed by the sale of water, in accordance with a uniform flat rate structure established annually by the nine-member, elected City Council. The water rate for FY88 has been set at $0.82 per hundred cubic feet or $1.096 per million gallons. This means that for one dollar, the Department will deliver to its customers 912 gallons of high quality treated water, that is regulated by State and Federal laws. This 912 gallons is equivalent to sixteen drums. By comparison, the same dollar will buy only one gallon of bottled or spring water, which is not regulated by any water quality laws.

In 1986, the average daily water consumption increased to 16.74 million gallons per day (m.g.d.), which was up 1,150,000 gallons per day (g.p.d.) from the 1985 average of 15.59 m.g.d. Using the 1980 Federal census figure of 95,322, the per capita consumption rate in Cambridge in 1986 was 176 g.p.d. This increase in water consumption was due in part to several new commercial accounts going on-line in the City. Specific examples include the new Marriott and Charles Hotels, Genetics Institute; and expansion programs at the Museum of Science and the Sonesta Hotel.

In FY87, the Water Department initiated a new five-year capital improvement program to address the

rehabilitation needs of the existing Water Treatment Plant and to replace a minimum of one mile of water mains throughout the City each year. Construction contracts awarded in FY86 include: (a) Replacement of High Lift Pump & Motor No. 2 — $148,200; (b) Rapid Sand Filter Rehabilitation — $22,310; (c) Clifton Street 12-inch Water Main Replacement — $125,000; and (d) 1987 Water Main Replacement in Norfolk, Charles and Sparks Street — $464,000. In addition to these on-going construction projects, the Water Department also initiated final design on other future projects. Included in this category are: (a) Corrosion Control Chemical Feed System Conversion; (b) Rehabilitation of Existing Backwash Water Storage Tank; and (c) Covering of Payson Park Reservoir.

In FY87, the Water Department continued its efforts to reduce sodium in the water supply by monitoring an experimental road salting/de-icing program on State highways within the watershed areas of Hobbs Brook and Stony Brook Reservoirs. This alternative snow-melting program was conducted by the Massachusetts Department of Public Works (M.D.P.W.), and it consisted of using a composite mixture of four (4) parts sodium chloride and one (1) part calcium chloride as a de-icing agent. Results of this trial program are inconclusive because of the high frequency of snowfall this past winter. The Water Board will continue to negotiate with the M.D.P.W. to mitigate sodium entering the Hobbs Brook and Stony Brook Reservoirs.

During FY87, the Water Department was actively involved with several State agencies that regulate water utilities in Massachusetts. The Department of Environmental Management (D.E.M.) requested operational data on the reservoir dams to update its Charles River Basin Water Resources Plan. The Massachusetts Water Resources Commission (M.W.R.A.) also evaluated the water system to determine the adequacy of the supply reservoirs.

In addition to responding to the reporting requirements of these State regulatory agencies, the Water Department also started negotiations with the M.W.R.A. for a new Water Supply Permit, effective January 1, 1990, when the current contract expires. The City historically has purchased water from the M.W.R.A. on a needed basis for emergency requirements. To qualify for a new Water Supply Permit the City will have to meet stringent requirements of the M.W.R.A. in the areas of local supply development, demand management, water conservation, leakage detection and distribution system rehabilitation. The quality of water provided by the Cambridge Water Department is regulated by the Commonwealth of Massachusetts "Drinking Water Regulations" (310 C.M.R. 22.00), which requires sampling and testing of water provided to the public for physical, inorganic, organic, biological and radiological contaminants. The testing frequencies and maximum concentration levels of the contaminants monitored vary according to guidelines established by the State Department of Environmental Quality Engineering (D.E.Q.E.). A comparative synopsis of the D.E.Q.E. sampling and testing requirements, along with a summary of quantitative analysis of Cambridge tap water is available at the Water Department Business Office, at 250 Fresh Pond Parkway.

In addition to the current requirements of D.E.Q.E., the quality of water will be further regulated by the Federal Safe Drinking Water Act Amendments of 1986. This new Federal Law will require utilities to analyze and test water for microbiological and radionuclide contaminants, plus numerous chemicals including volatile synthetic organics, inorganics and organics. The Environmental Protection Agency will publish the specific testing criteria and maximum contaminant levels in late 1987. In anticipation of the new requirements, the Water Department has expanded its water quality sampling and testing program.

Library

This particular annual report will emphasize the major programming events presented throughout the year by the Cambridge Public Library. The report is intended to demonstrate the pre-eminent role the Library plays in the intellectual and cultural life of the City.

The Library traditionally has called upon its citizens to share their talents and experiences with the Community. To continue this tradition, many public events were set up to draw attention to the vast resources and services of the Cambridge Public Library and, in particular, to stress the importance of reading and education to the democratic process.

During FY87, 773 adult programs were presented, with an audience attendance of 17,765. Briefly described herewith are the major events.

Literacy. Literacy, or more properly illiteracy, is one of the great shames of our country and city. The problem is so monumental that a major effort was undertaken this year to make literacy instruction an integral part of the Library environment. One of these efforts was the creation of one-on-one instruction which is so vital to the success of the program. Two major grants were provided to the Library by the Massachusetts Board of Library Commissioners: the first, working with reading specialists and the Community Learning Center. The Library provided materials, space at the Central Square Branch, tutor training and connections between tutors and twenty adult students. A second grant from the State was to explore ways in which television can be used to effectively improve literacy. Working with reading specialists, script writers and American Cablesystems, the Library will field test two captioned videos aimed at motivating and providing some reading instruction. A copy of these tapes will be shown throughout the state and nation through channels provided to the State Board of Library Commissioners.

Meet the Authors. Distinguished authors who were honored and gave talks at the Library included Cynthia Griffin Wolff, who wrote the definitive work on Emily Dickinson; Doris Kearns Goodwin, historian and author of the best seller "The Fitzgeralds and the Kennedys"; Marge Piercy, author of the recently published "Gone to Soldiers"; and best-selling Cantabrigian Sue Miller, author of "Inventing the Abbots".

The Live Long and Like It Library Club. The Live Long and Like It Library Club, a monthly series of programs dedicated and responsive to the needs of adults over sixty, was inaugurated this year. Programs on Housing, medicare and medicaid, health, music and social history were presented. The Library served as a central meeting place and opportunity for social interaction between Cambridge's various elderly communities.

Cambridge Black Cultural and Historical Association. The Library, in its annual celebration of Black history Month with the Cambridge Black Cultural and Historical Association presented on February 8, 1987, the *Annual Community Service Award* to Michael Jarvis, basketball coach for Boston University and former basketball coach at Cambridge Rindge and Latin School. Mr. Jarvis was honored because of his outstanding contribution, dedication and influence to the youth of Cambridge.

Amnesty International. Amnesty International, the Cambridge Public Library, and the City of Cambridge in a joint ceremony, dedicated a tree on the grounds of the library green on October 23, 1986, with a plaque to Hanna Vasylivna Mykhaylenko, a school librarian in the city of Odessa in the Ukraine, a prisoner of conscience, and a human rights activist.

United Nations Peace Initiatives. The Cambridge Peace Commission in cooperation with the Library presented a special program entitled "United Nations Peace Initiatives". The participants included scholars and eminent national and international figures: Dr. Vera Kistiakowsky, Professor of Physics at MIT; Dr. Swadesh Rana, Political Affairs Officer, Department of Disarmament Affairs, United Nations; and Dr. Mark Solomon, Professor of History at Simmons College.

The Sound of Jazz. The Sounds of Jazz completed its fifth season presenting the area's best jazz performers in a series of free concerts funded in part by a grant from the Polaroid Foundation and the Massachusetts Arts Lottery. The series concluded with the Second Annual Cambridge Jazz Festival, a week-long celebration of Jazz — America's only unique music form — which was originated and developed by staff member Ken Williams as a showcase where local musicians could present themselves to a broader audience than that found in jazz clubs.

Pirandello. Luigi Pirandello, Italian playwright and novelist, who is regarded as one of the leading dramatists of the 20th century, was the subject of three major drama presentations in the Lecture Hall of the Main Library. Outstanding authorities and scholars who made presentations included Dr. Angelo Mazzocco, Mt. Holyoke College; Professor Robert Dombroski, University of Connecticut; and Fiora Bassanese of the University of Massachusetts. The program was co-sponsored by the Pirandello Lyceum and was, in part, funded by a grant from the Massachusetts Foundation for the Humanities and Public Policy.

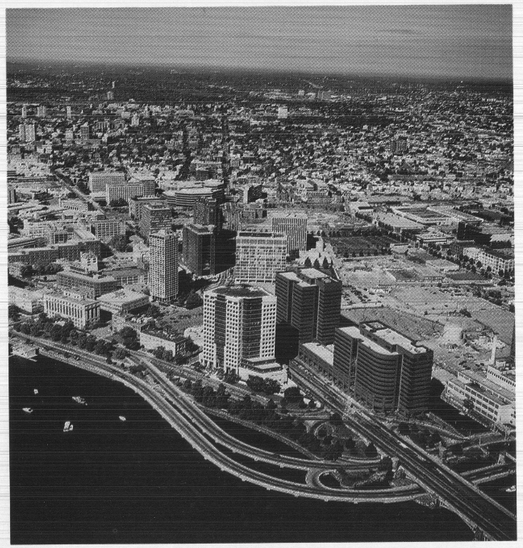
The Syrian/Lebanese Experience. Growing up in two cultures was an inspiring public event which focused on the multi-dimensional scope of ethnic consciousness and the diversity of the human experience in Cambridge/Boston. Dr. Laurice B. Maloley described with words, photographs and artifacts, the life of a Syrian/Lebanese immigrant growing up in Cambridge/Boston. She examined the role, benefits, and accomplishments of the Syrian/Lebanese in the political, literary, professional, and artistic life of the city and nation.

On-Going Events. The sixth annual celebration of the Peace Tree brought city officials and hundreds of children and adults from all sections of the City to the peace lighting ceremony; the *Dowse Lecture Series* concluded its fortieth year with illustated talks on Ireland, Greece, Victorian England, and the Holy Lands; a mosaic of Martin Luther King, Jr. was dedicated at the thirteenth annual *Martin Luther King, Jr. Birthday Commemoration* on January 11, 1987 at the Central Square Branch Library; in conjunction with the Polish Heritage Committee, the Library hosted the annual *Commemoration of the Birth of Thaddeus Kosciuszko,* Polish patriot and American Revolutionary War hero; and the *Great Books Discussion Group* concluded its sixteenth year of activity.

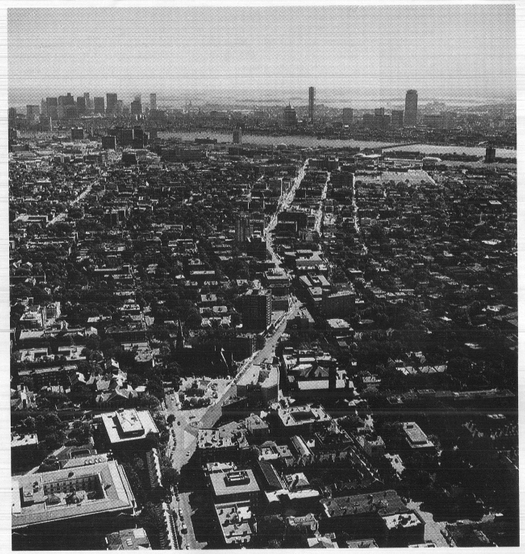
Children's Services. The Cambridge Public Library and all of its branches has been consistently committed to bringing books and children together. The library has "never feared spoiling children by making them happy". Traditional and bilingual story hours, remedial reading, book talks, resource consultations, bilingual materials, puppetry, music, special programming for the disabled and handicapped, summer reading programs are focal points around which children's services are planned.

The Circus Safari Celebration held on the Library Green in August, 1986, attracted several hundred children and family members from every ward and precinct in the City. The program was a unique and magnificent event. Librarians dressed in circus costumes, playacting as magicians, clowns, ringmaster, snake charmer, jugglers, a lion and elephant mesmerized the spectators with their outstanding performance. 163,382 children's books were circulated from all of the branches and main libraries. 2,081 programs were offered and a count of 46,967 children and family members attended.

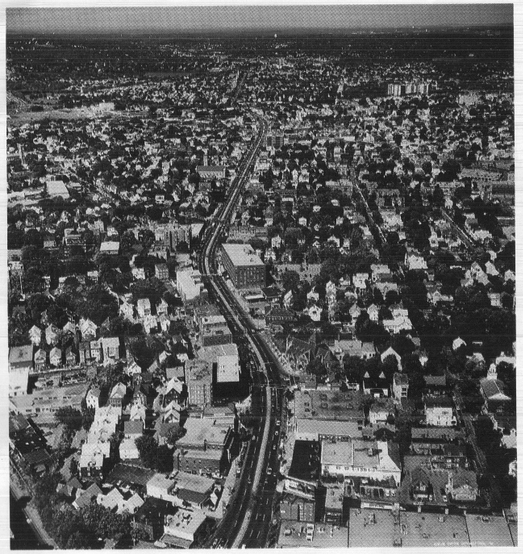
SCENES FROM THE SKY



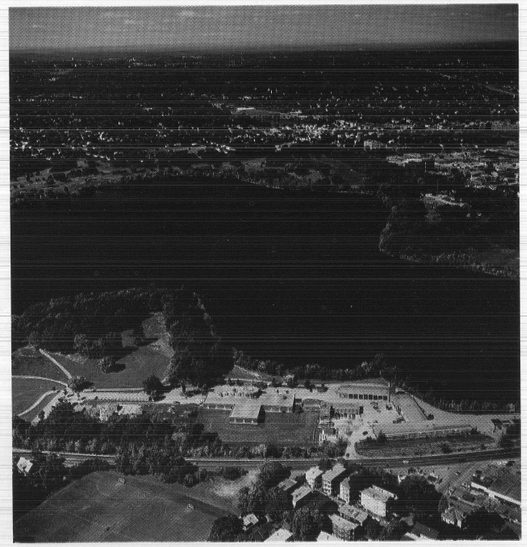
Kendall Square



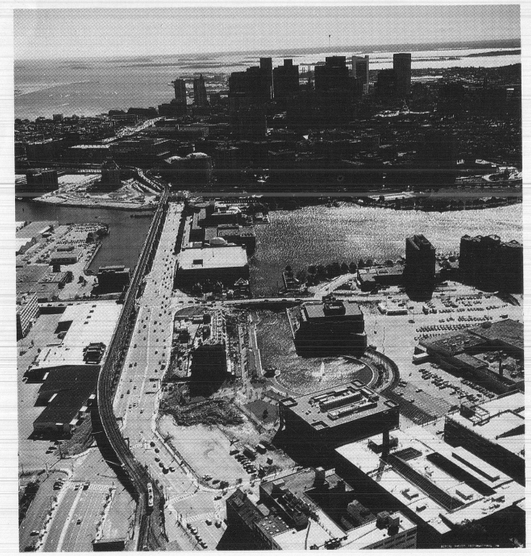
Mass. Ave. looking South towards Boston



Mass. Ave. looking North towards Arlington

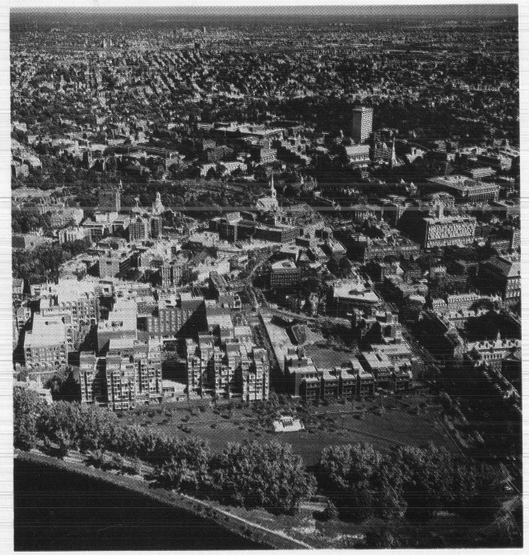


Fresh Pond Water Reservation



Canal Park looking towards downtown Boston

CAMBRIDGE, MASSACHUSETTS



New John F. Kennedy Memorial Park

Community Development

During Fiscal Year 1987, the Community Development Department was involved in numerous activities which addressed the diverse housing, economic development, zoning, transportation, neighborhood planning and open space issues confronting the City. The Department strengthened its efforts to promote the creation of affordable housing and to continue a development strategy for the City which balances economic growth with the protection of the City's neighborhoods.

In the past year, these efforts focused on development of the Central Square Action Plan, active study of development alternatives for the North Point area and creation of a zoning proposal for the Cambridgeport Industrial District based on the recommendations of the City Council's Blue Ribbon Committee. The Department also completed major rezonings of the North Mass. Avenue corridor and Harvard Square. Design guidelines for Harvard Square development were created and are being used by the Department to provide technical assistance and direction to the newly created Harvard Square Advisory Committee.

The Department also worked closely with the City Council's Committee on Linkage to explore mechanisms for increasing affordable housing opportunities in Cambridge. These efforts resulted in several recommendations, including creation of a real estate transfer tax or a linkage "incentive" provision in the Zoning Ordinance, which are under consideration by the City Council.

In addition to these initiatives, the Department maintained a strong commitment to its ongoing programs. More than half of the City's $3.1 million FY87 Community Development Block Grant supported neighborhood housing activities. These included home improvement, rehab assistance, weatherization, and homeownership programs and infill housing development. Whenever possible, the Department seeks to develop projects which use public resources to leverage other public and private subsidies, reducing the financial burden on individual homeowners and tenants, and increasing the effectiveness of the public dollars invested in the project.

Two examples of such projects are Lincoln House, completed and occupied in the Fall of 1986, and Church Corner Apartments, completed last spring. Lincoln, House, in North Cambridge is a converted school building which contains 20 condominiums, including five for low- and moderate-income families and the handicapped. Church Corner, a new 85 unit rental building located in Central Square, was completed in June 1987 and added 28 low- and moderate-income units to the Cambridge housing market. The Department obtained a $4.25 million housing Development Grant from HUD to help finance the project.

Federal resources, including the Rental Rehab and Section 312 Programs, are used by the Department to leverage private investment in the rehabilitation of multi-family residentail units. In FY87, the Department, working with the Riverside-Cambridgeport Community Corporation and the Neighborhood Apartment Housing Services, used HELP funds provided by Harvard University to begin conversion of a seriously deteriorated building at 280 Western Avenue into a limited equity coop for low- and moderate-income persons. This is only one example of the Department's efforts to encourage conversion of rental properties to limited equity coops.

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

The Department restructured its Neighborhood Planning Program in FY87 to strengthen the level of technical assistance available to other planning divisions, city agencies and neighborhood groups. In subsequent fiscal years, substantial staff effort will be invested in planning studies aimed at identifying change in Cambridge neighborhoods and developing recommendations to address problems and issues of community concern.

In FY87, the Department continued to focus significant attention on planning activities with the East and North Cambridge Stabilization Committees. These efforts emphasized investment in the neighborhoods through housing, energy and open space improvements. At the same time, the Department worked closely with the committees on a wide range of development issues.

Open space development received significant attention within the past year with the design and reconstruction of Dana, Donnelly, Fort Washington and Winthrop Square parks. The Department began construction of the City and Town Commons Project in Central Square, creating a new open space at the intersection of River Street and Western Avenue, Paine, Parkway, Costa Lopez and Corcoran Playgrounds with construction scheduled for the summer-fall of 1987.

Economic development activity in FY87 combined continued implementation of projects in the East Cambridge and Alewife development areas with planning for future growth in other areas of the City. In the East Cambridge area, the Planning Board reviewed and approved two housing development projects in addition to an office project proposed by the Lotus Corporation and New England Properties' proposal for a major retail mall on the south side of the Lechmere Canal. The City also celebrated the opening of two new open spaces in East Cambridge, the $9 million Lechmere Canal Park and Front Park, a passive open space overlooking the Charles River. The Planning Board also considered a major proposal for the former W.R. Grace site in Alewife as well as several smaller projects in Harvard Square and along upper Mass. Avenue.

planning for Phase VI and VII of the Sewer Improvement Program.

Parks and Recreation maintains 97 parks, tot lots and playground areas through grass cutting, shrubbery trimming, equipment replacement and playground reconstruction. Of these Department employees concentrate on 77 while another 20 are maintained under contract. FY87 saw authorization for a park and recreation maintenance study in cooperation with the Department of community Development. This will, when complete, increase the efficiency of our efforts within the current limitation of staff, equipment and funding. The tree program, also within the Department's mandate, is beginning a comeback. Over one hundred trees and stumps were removed and another 600 trees pruned. Thirty trees received injections under a new program to halt or slow infestations that have carried off many fine trees in the last decade. At the request of Community Development four outmoded or unused recreation areas were demolished for future rebuilding or relocation.

Improvement and development were also themes at the Cemetery. Nearly half of the existing roadways were repaved, a new chain link fence installed in Coolidge Avenue and 300 Veteran Markers were raised for better visibility under a project that will, year by year, restore all Veteran Markers.

The Department street sweeping program continues to improve with both mechanical and hand sweeping. The Department has two contract sweepers who cover the entire City at least once a month while clean up in Harvard, Central, Porter and Inman are done daily in the early morning hours. In addition, continuing an old tradition of cleanliness, the Department has 12 hand sweepers to cover Cambridge St., Inman Square, Harvard Square, Central Square, Porter Square, and parts of Massachusetts Avenue.

In fulfilling its public building charge, the Department planned and directed renovations for a new computer center in City Hall, asbestos removal in seven buildings, new roofs at two fire stations and at the Model Cities Neighborhood Center. Major renovations were designed and placed for bids at the River Street Fire Station and the Public Works Garage while the Hoyt Teen Center redesign was begun which will be accomplished next year. The City also acquired the building at 831 Massachusetts Avenue to relieve current crowding at City Hall Offices. A designer was selected and, with the completion of final plans, bids are expected to be placed next year with construction to start in the spring of 1988.

A new radio system, designed and put out for bid this year, is expected to come on line next year. The new system will give better response, allow greater coordination within and between Departments and provide improved emergency alert. This is a vital necessity for the Department, operating, as it does, in so many emergency situations.

During FY87 improvements to the City infrastructure included the completion of street and sidewalk reconstruction on Holden Street, Larch Road, Hutchinson Street, Richdale Ave. and Lancaster Street. Other sidewalk repairs included portions of Concord Ave., Fayerweather St., Avon Hill, Chilton St., Field St., Montague St., Broadway and Crawford St., Acacia St., Chatham St., Ellsworth Park, Dudley Street, Broadway, Cottage Park Avenue, Craigie Street, West St., Prospect Street, Church and Brattle Streets, and Third Street in front of the Court House. Steps at the historic Longfellow Park were also installed.

Eight contracts, totalling $3,800,000, were prepared and put out for bid covering street reconstruction, tree planting, street patching and pavement of parking lots. The Department's engineering staff, in an effort to ensure quality construction within the City, issued standards for permanent street patching, granite curbing, brick paving of sidewalks, street tree planting and for wheel chair ramps and concrete sidewalks.

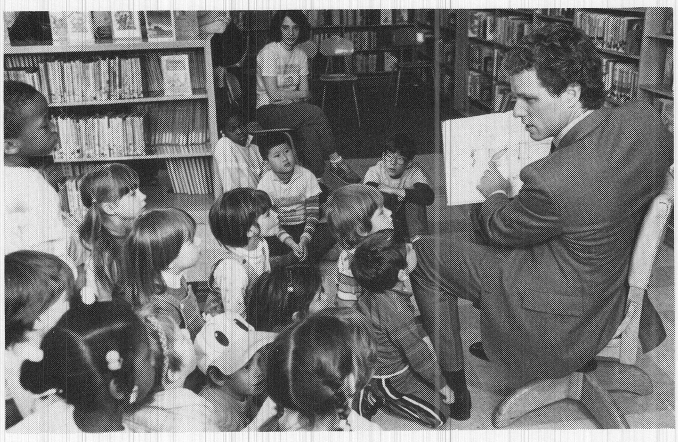
A needs analysis, together with specifications and bid documents, were prepared at the Department for the replacement of thirty seven motorized pieces of equipment, including two new garbage trucks, two large dump trucks, four pick ups, one payloader and an aerial bucket skyworker for a total cost of $740,000.



Belmont Street: New concrete sidewalk after old sidewalk has been removed and curbs reset.



Elm Street: View of the Street August 22, showing asphalt has been placed and final paving was completed.



In celebration of National Library Week, Congressman Joseph Kennedy is shown reading to children at the North Cambridge Branch Library on April 10, 1987.



The Cambridge Public Library and the Cambridge Black Cultural and Historical Association honor Michael Jarvis with the Annual Community Service Award at a ceremony celebrating Black History Month on February 8, 1987.

Statistics Fiscal year 1987

System-Wide	
Circulation:	
Adult	401,344
Juvenile	163,382
Total	564,726
Fiction	302,687
Non-Fiction	164,843
Periodicals	22,973
Recordings	43,261
Video Cassettes	5,565
Reserves Filled:	
System Total	19,192
Programming:	
System Total	
No. programs	2,854
Audience	64,732
Adult:	
No. programs	773
Audience	17,765
Children's:	
No. programs	2,081
Audience	46,967
Agency Film Loans (not included in system total)	
No. programs	1,850
Audience	62,138
Total Audience Including Agency Films	126,870

Health and Hospitals

The Cambridge Department of Health and Hospitals strives to provide for the health care needs of all residents of Cambridge in a fiscally responsible manner, while maintaining its high standard of quality care.

The Department is comprised of four major divisions: Office of the Commissioner; Health Department; Neville Manor; and The Cambridge Hospital.

The Commissioner of Health and Hospitals provides overall leadership with policy direction from the Health Policy Board. Public health research and issues regarding protection from environmental hazards are conducted through the Commissioner's Office. The Health Department provides public health nursing and lead paint inspection.

Neville Manor Nursing Home provides long term care for the elderly. Acute care and ambulatory care services are provided through The Cambridge Hospital (TCH) and its affiliated neighborhood health centers.

Office of The Commissioner

The Commissioner's Office is responsible for promoting and protecting the health of the citizens of Cambridge and overseeing all city-operated health care programs and treatment facilities.

In FY87 the activities of the Office of the Commissioner were focused in four main areas: public health policy, biosafety and hazardous materials management and enforcement of local environmental and public health regulations.

In the area of public health policy, the office prepared policy research on the proposed laboratory animal

ordinance, provided information on cancer rates in Cambridge, cooperated with Harvard University in a project evaluating public acceptance of the new smoking ordinance, and assisted the Cambridge Aids Task Force in getting organized and staffed. In addition, it provided staff support to the Cambridge Health Policy Board and its subcommittees.

In the area of biosafety and hazardous materials management, the office provided staff support for the activities of the Cambridge Biohazards Committee. It is the responsibility of this committee to oversee the regulation of microbiological research using recombinant techniques in Cambridge. This involves a considerable amount of time in inspecting and reinspecting facilities that are in the process of construction, as well as maintaining a schedule of annual inspections. At present, there are seventeen (17) licensed facilities in Cambridge.

The Commissioner's Office participated in the activities of the Interdepartmental Committee on Hazardous Materials, of which Commissioner Chalfen is the Chair. This committee oversees and monitors responses of Department of Environmental Quality Engineering and EPA field investigations conducted on sites in Cambridge and the progress of corrective measures. The Committee also works to coordinate the activities of Cambridge Departments, especially in the area of hazardous materials.

The Commissioner's Office also began installation of a computerized hazardous materials permit and information management system. This system relies on the integration of the efforts of four different City Departments: Health and Hospitals, Emergency Management, Fire Prevention and Fire Alarm. The core of the system consists of a Toxic Alert (tm) program that generates Material Safety Data Sheets, maintains a database of quantities and locations of storage for various chemicals and creates reports listing incidents and inspections. The Department of Emergency Management's database link with federal emergency management agency will soon provide the department the capability of accessing digitized maps of Cambridge buildings and building complexes from any of our stations. In addition, the system contains general-purpose database management system, which is used for information and permit management for the Cambridge Biohazards Committee.

The Office also has the responsibility of providing technical assistance, when so requested by other City Departments such as, police and fire who are first responders in a situation where there is a possibility that a state or local ordinances regarding hazardous materials may be involved. Accidents involving hazardous materials, unidentified containers in abandoned buildings, leaks and mysterious smells are all investigated thoroughly and promptly, and managed in accordance with state-of-the-art knowledge.

In addition, this office has been responsible for coordinating the enforcement of the smoking ordinance in the workplace. In many cases, this has meant working closely with organizations and institutions as they have sought to come into conformity. Each complaint is investigated and followed through with the intent of providing citizens with what the ordinance defines as the basic right to a smoke-free environment.

HEALTH DEPARTMENT

Community Health:

The Department is also responsible for public health in areas more often traditionally associated with public health, through the work of the Public Health nurses and through special programs. The role of the Public Health Nurse is to promote and preserve the health of the population of the City of Cambridge. During the past fiscal year, this goal was met by the administration of: 97 TB clinics, managing 3254 patient visits; 102 Blood Pressure Clinics, managing 1579 patient visits (including counseling and referrals as needed); 24 Flu Clinics, which immunized 803 patients and distributed 4,053 doses of vaccine; 1,625 Home Visits. Home visits include work in the areas of comunicable diseases, involving taking histories, establishing data on contracts, education and follow-up; work with high-risk infants, new refugees, new TB cases and school/day care health problems.

In the coming year, the Public Health Nurses plan to address the following problems: the health care needs of the homeless, AIDS and a general expansion of resources to meet the needs of the general population.

TB Control:

The incidence of TB in Cambridge is second only to Boston, and like Boston, it is no longer declining. The mission of the TB Program of the Department is first to detect and treat TB and thereby render it non-infectious, and second to detect infection and prevent it progressing to disease. The reasons for the problem in Cambridge are several: residents from lower socio-economic levels, including the foreign born and the homeless, a growing aged population, and a growing population of AIDS victims. The program directs specific interventions at each of these new and ongoing problems. The outreach program aimed at the Haitian community has continued and enlarged, with the addition of another half-time state supported outreach worker. In the near future, the TB clinic will be offering AIDS testing and counseling for patients who are suspect of both TB and HIV infections. Finally, new programs aimed at health care for the homeless in Cambridge will incorporate TB control and involvement by public health nursing.

Environmental Health:

Recently, lead poisoning due to exposure to lead paint has come under renewed scrutiny by the Massachusetts Water Resources Authority and the EPA as well as this

Department. Elevated levels of lead in blood samples from children in Cambridge between the ages of eighteen months and six years continue to occupy the full attention of the Lead Paint. The largest portion of this time continues to be taken up in supervising, certifying and reporting on the actual deleading process.

Neville Manor:

Neville Manor, named after the late Mayor Michael J. Neville, is a 180-bed long-term care facility. As in the past, FY87, Neville Manor has successfully maintained its high quality care status on a professional and personal level. This municipally-owned facility is licensed and regulated by the Massachusetts Department of Public Health. All admissions and continued lengths of stay are subject to review and approval by applicable regulatory agencies of the Commonwealth.

The administrative staff at our facility is directly responsible for the overall leadership and policy direction. This department not only maintains relevant fiscal duties of the City, but is also accountable for submitting numerous reports required by the State. The data processing system provided us with the capability of instantly generating computer reports, which provide vital information concerning resident status, budgetary outlays, accounting/payroll and numerous other fiscal affairs.

During FY87, the nursing department has once again shown professionalism and dedication towards the well-being of our residents. In order to continue and maintain the quality of care, the staff members have been successfully educating themselves by means of departmental "in-services". These selective educational programs, which include topics such as CPR, Infection Control, AIDS, Basic Anatomy, Podiatry, Choke Save Techniques and Fire Safety, assisted the staff not only to have a wider scope of understanding of health care issues, but enables them to discuss and plan effectively for future recommendations.

One of the major accomplishments during this past fiscal year was the implementation of the new "Alzheimer's Ambulatory Group". This newly-created program, formed by our Recreational Therapy Department, allows each resident who is suffering from this unfortunate illness to be supervised and encouraged to act as independently as possible. By following certain guidelines, one can successfully decrease the gradual acceleration as it affects each victim in so many ways.

The "Stroke Group" is another major accomplishment initiated by our Occupational Therapy Department. This is a group of 6-8 Level II residents suffering from the results of a CVA (Cardiovascular Accident), who engage in both structural physical exercise and socialization, minimizing the effects while restoring confidence and eliminating the possibility of regression.

Our Dietary Department has recently introduced a very exciting concept called "Sunday Brunch". A popular buffet-style setting that encourages our residents (and families) to enjoy a wide variety of culinary delights while dining anywhere from the main dining room to the outside patio. This weekly gathering gives everyone a chance to relax and reminisce amongst family and friends on a regular basis.

Finally, we at Neville Manor would like to take this opportunity to express our deep appreciation to all the volunteer workers who painstakingly donate their valuable time and energy in assisting us to make our residents as comfortable as possible. We are also fortunate to announce that our volunteer census has risen to 40 which is an increase of 100 percent compared to FY84.

The Cambridge Hospital

The Cambridge Hospital (TCH) is a 182-bed acute-care health facility owned by the City of Cambridge and affiliated with Harvard Medical School.

The hospital provides a full range of inpatient and outpatient services and twenty-four hour medical and psychiatric emergency departments. TCH also operates seven affiliated neighborhood health centers.

Fiscal year 1987 has been one of unprecedented challenges, changes and excitement at the Cambridge Hospital (TCH), culminating in a successful, three-year national accreditation from the Joint Commission on Accreditation of Healthcare Organizations (JCAHO). The accreditation is evidence of the hospital's commitment to quality patient care and service.

The year began progressively as TCH finalized an internal and external environmental assessment of its services, programs, competition, public image, and strengths and weaknesses. Armed with thorough and detailed market research and statistics, and a newly-formed senior administrative team, the hospital launched into an extensive strategic planning process. The result is a comprehensive short and long-range strategic business plan designed to aggresively position the hospital and neighborhood health centers (NHC's) for the 1990's.

Ongoing activities within the hospital and NHC's during the planning process included: the Family Care Giver Project, the Breast Cancer Screening Clinic, the Linking Worlds multi-cultural awareness/education program, and the Pediatric Day Treatment Program.

The NHC's extended their hours and began community health education programs offered in several languages. Staff from TCH also worked with local service and cultural organizations to offer health screenings, targeted to specific populations including, the elderly, and members of the Portuguese community.

Extensive renovation projects were completed throughout FY87. The 4-West medical/surgical wing, the Pediatric Office Practice, and the Stress Testing Laboratory were completely remodeled. A pre-operative holding area was constructed on the third floor to improve patient flow, the waiting areas in the front lobby, Emergency Department

and Radiology were completely refurbished, and a new roof on the main building was completed. A new reception desk was installed in the Emergency Department waiting area, and the Anesthesia and Laboratory offices were remodeled. In addition, the Outpatient Department and the Windsor Street Health Center were renovated, and the complete upgrade of HVAC engineering and mechanical systems commenced.

A state-of-the-art, whole body CAT scanner was installed in the Radiology Department. The equipment's fourth-generation, high-resolution scanning techniques have greatly increased the diagnostic capabilities available at TCH for the community, and patients referred from other area health care facilities. A major commitment to medical equipment replacement in other departments was also fulfilled. In addition to plant upgrade and medical equipment replacement, the first phase of the installation of a hospital-wide computerized information system was completed.

The contributions of existing grant, supported programs such as nutritional services to Women, Infants, and Children (WIC), services to the sexually abused through the Family Crisis Team, as well as the Child Developmental Clinic Program were increasingly evident in the past year.

The Cambridge Hospital successfully received new grant funding sources for new pilot programs. TCH received funds to establish a Teen Health Center at the Cambridge Rindge and Latin High School, to develop a midwifery program at the hospital and NHC's, and expand mental health services for the growing linguistic minority populations in Cambridge. Grant monies were also procured for expansion of community outreach services at various NHC locations.

TCH re-established its relationship with the Harvard Community Health Plan and is now a designated service hospital for members of the Cambridge branch of HCHP.

In continuation of the mission to provide quality health care to all residents of Cambridge, the hospital developed several innovative policy initiatives. A Patient Account Assistance Office was created to assist patients and their families with billing questions and payment issues. In addition, a new credit and collection policy was formulated, which maximizes revenue, while enhancing the availability of health care for the uninsured through expanded eligibility guidelines for reimbursable free care.

During the first six months of FY87, patient volume and revenues were significantly lower than expected. In addition the adverse regulatory climate contributed to the deficit more significantly than was originally anticipated. However, during the final months of FY87, increases in revenue and patient volume were evident and the outlook for FY88 is very positive. It is anticipated that the support from the City will be reduced in the upcoming year, particularly in light of the ongoing implementation of the previously described strategic business plan.

Organizationally, there were also exciting developments at the hospital. A new Administrator was appointed by the City Manager and four new associate administrators joined the senior management staff, bringing to TCH a wealth of experience and knowledge.

An evaluation of the quality assurance program led to a comprehensive restructuring of medical staff committee structure, and the physicians at TCH also incorporated into a physicians' service organization called Cambridge Associated Physicians and Surgeons, Inc. (CAPS).

In response to state regulations on risk management and Safety standards, TCH created a Risk Management function to oversee patient/employee environmental and safety issues.

A New Patient Relations/Employee Development Office was established to respond to the special needs of patients and guests, and to facilitate good working relationships between all staff at TCH.

With strong leadership, quality health care services and patient care, experienced, committed staff, sound fiscal management and a progressive strategic business plan. The Cambridge Hospital is well-positioned to move aggressively into the next fiscal year and continue its mission of providing quality health care to all residents of Cambridge.



Dr. Ghatey performing an eye examination.

FY 1987 STATISTICS FOR THE CAMBRIDGE HOSPITAL

Inpatient

Adminissions	5,159
Patient Days	40,467
Discharges	5,147
Deliveries	498
Average Length of Stay	7.86

Patient Days by Service

Medicine/Surgery	21,557
Obstetrics/Gynecology	2,687
Nursery	2,003
Psychiatry	7,414

Alcohol Detoxification	3,493
Pediatric	1,222
Intensive Care Unit	2,091
Total	40,467

Ambulatory Visits

Neighborhood Health Center — Adult	15,944
Neighborhood Health Center — Pediatric	9,484
Emergency Department	22,353
Outpatient Department	36,270
Primary Care Clinic	12,702
Private Referred	11,606
Total	113,729

Other Miscellaneious Statistics

Major Surgical Procedures	1,179
Minor Surgical Procedures	1,156
CAT Scans	1,300
Nuclear Medicine Exams	1,165
Ultrasound Tests	3,003
Other Radiology (x-ray) Exams	24,256
Laboratory Tests	254,054

Human Services

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

Community Learning Center Division

The *Community Learning Center* continued a 16 year tradition of providing adult basic education that is accessible and free to all Cambridge residents. In the past year, more than 1,000 students learned English as a second language; 350 worked on basic skills in reading, writing, and math; and over 200 pursued a high school diploma or equivalency.

In addition to offering programs at 614 Mass. Ave. Central Square, the Center collaborated with the Cambridge Housing Authority to provide classes and employment counseling at three housing development sites, and with Community Schools, to provide English as a second Language instruction in neighborhood locations.

New funding from the Massachusetts' Board of Library Commissioners resulted in a new beginning literacy tutoring and computer-assisted instruction program at the Central Square Branch Library. Sponsored by the Cambridge Public Library, this new Program provided beginning reading and writing instruction to 15 Cambridge adults. Additional funding from Employment Resources, Inc. increased the English as a Second Language offerings provided by the Community Learning Center. Continued funding from the Department of Public Welfare's ET Choices program allowed for a basic skills program for AFDC and GR recipients.

Sharing its expertise in English as a Second Language and literacy instruction, Community Learning Center trained teachers, counselors, and administrators statewide in English as a Second Language Literacy techniques and materials. A new Family Literacy Program was started in collaboration with U Mass/Boston, the Adult Literacy Resource Institute, and two other adult basic education program which focused on literacy instruction for parents and their children in bilingual classes.

Community and Youth Division

The Community and Youth Division worked to make the City's 12 elementary schools centers for community recreation, education, and neighborhood planning. Neighborhood Councils tailored the program mix in each school to fit local needs, offering enrichment classes, social clubs, and special events for all age groups.

During the past year, over 4,500 children, 3,000 teens, 2,200 adults and 1,800 senior citizens took part in scheduled Community and Youth activities. In addition, over 7,300 participated in various special events sponsored by the division.

The Cambridge Performance Project's highly successful second year provided dance and drama classes for 145 six to fourteen years old. The group gave nine performances drawing a total audience of more than 1,000 people. Generally, after school programming emphasized the arts and sciences, while continuing to offer sports and tutoring with the help of HARVARD HAND volunteers. In its 3rd. year, Super Camp has become an institution that families depend upon for summer childcare, and quality summer camp experiences. This summer the camp serviced over 150 families.

The Division traditionally sponsors a variety of large scale community events. This year included the fifth Annual Black History Month Celebration, "A Cambridge Evening" (a music and dance entertainment in honor of the Soviet Sister City delegation from Yerevan) and the 3rd annual English as a Second Language Student Appreciation night.

Programming for adults and seniors continued to combine lessons and educational activities, including the restoration of Adult Continuing Education courses in collaboration with Bunker Hill Community College. The Community and Youth Division also helped such community groups as the Girl Scouts and Alcoholics Anonymous reach neighborhood residents by providing space and appropriate publicity.

The City's Youth Program continued to offer quality programs in career counseling, drug and alcohol awareness, sexuality, racism and self-esteem along with a Street Law Program in conjunction with the Harvard Law School where teens developed scripts and acted out their parts for video productions. In addition to programs developed by Youth Specialists and offered through the six teen centers, teens were involved in the development of a youth talent show, through participation in a City-wide Youth Council. In its 2nd year, the Cambridge Youth Talent Show drew a record number of teens from throughout the City, with an audience of over 600.

The 3rd Annual Youth Games, one of the highlights of the summer, drew over 500 youth from day camps across the City for a field and track championship.



Dance and performance program of the Community/Youth Division.

Cambridge/Somerville Fuel Assistance Program

The Low Income Fuel Assistance Program is funded by both the federal government and the Commonwealth. Over $800,000.00 was spent last year towards fuel bills and emergencies for almost 2,000 Cambridge households. Benefit levels ranged from a maximum of $750.00 to a minimum of $100.00 depending on gross annual income and household size, with payment being made upon receipt of bills for actual energy consumed during the period October 1, through April 30, 1987.

Recreation Division

In FY87, the Recreation Division offered athletic and leisure activities for participants with a variety of skill levels.

The Division provided instruction for children and adults in a number of activities including swimming, tennis, dance, aerobics, and gymnastics. Over 3,800 participants were involved in classes offered at the Community Schools and the Cambridge Rindge and Latin High School's War Memorial athletic complex.

In addition to the classes, walk-in activities such as jogging, basketball, volleyball, weight lifting and lap swimming were available at the War Memorial site. Swimming activities were also offered at the Gold Star pool during the summer season.

The Recreation Division is responsible for implementing and supervising adult leagues in softball and basketball. During FY87, over 2,900 participants were involved in the 100 team summer softball league and the 40 team winter and summer basketball leagues. In addition, the Division is responsible for developing schedules and implementing field permits for youth and adult organizations requesting use of city recreation facilities.

The summer playground program provided activities and staff at various city playgrounds and tot lots. Special events included an inter-city baseball tournament with Somerville, tennis clinics at Sennott and Glacken tennis courts, and the third annual Citywide Youth games in conjunction with the Community and Youth division.

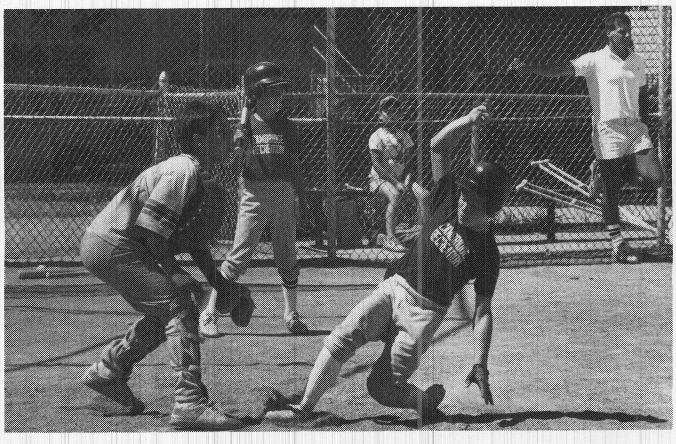
The Division's Special Needs program continued to expand during FY87. Summer program include a preschool camp with 25 children age three to five and the Camp Rainbow program with 40 children age six to twenty. During the school year, activities included an after school program, and evening young adult program, and an extensive Saturday program with 40 participants ranging in ages from six to twenty. In addition, special needs youth were involved during the summer with the Mayor's Summer Employment Program. Their responsibilities included the daily maintenance of the recently renovated Dana Park.

Capital improvement projects continued to play a major role within the Division. Capital projects included the total renovation of the Rindge Baseball field and the Russell Football/Soccer field and the Raymond Street, Peabody School, and Donnelly Field tot lots. In addition, at the Fresh Pond Golf Course capital projects were undertaken during FY87 in the clubhouse, with more scheduled for the golf course and parking lot during the coming year.

In conjunction with other divisions within the Department, the Recreation Division was responsible for development and implementation of the First Annual City of Cambridge Road Race. This highly successful five mile race attracted over 220 participants with all proceeds going to the Division's Special Needs program.



Newly-renovated Raymond Street tot lot.



Cambridge Recreation summer playground inter-city Baseball Tournament.



Special Needs Olympics.

Childcare Division

This year the Childcare Program at the Department, formerly under the auspices of Planning and Development, became a division in itself. The Division is the largest single childcare provider in Cambridge, providing services to over 300 pre-school and school-age children. The nine program sites are in Cambridge public schools or city-owned facilities. A diverse staff develops multi-cultural curriculum and children participate in activities ranging from Art to Zoology.

The Childcare Division provides financial assitance to approximately 125 families. Sources of assistance include 36 Department of Social Services subsidized slots, 50 program scholarships and 38 Employment Training vouchers. Additional funds that supplement parent fees include reimbursment from the Bureau of Nutrition Childcare Food Program and special grants.

Planning and Development Division

The Planning and Development division monitors and responds to the changing needs of human service's clients and the priorities of funding sources, moving to develop appropriate programmatic responses. The division continues to offer direct services through its Adolescent and Family Services and Emergency Services components.

The Adolescent and Family service unit provides direct services to teens and their families. The Service emphasizes collaborative program development in order to increase the number of adolescent serving programs in the City.

In May 87, in collaboration with Cambridge Family and Children's Services, Cambridge Community Services and Department of Social Services, the *Teens in Transition Resource Center* opened in the Multi Service Center for the Homeless at 15 Pearl Street. A second social worker was hired by Planning and Development to provide services to older adolescents who are at risk of being homeless and who need to develop independent living skills.

In addition a collaboration with the state's Department of Social Services, Somerville Mental Health, Cambridge Guidance Center, Shortstop, and the Family Center has resulted in funding to provide intensive home-based family intervention and support services to families in crisis.

Adolescent and family services collaborative efforts have resulted in the funding of a planning grant to study Teenage Pregnancy Prevention Services and a School/Human Services/Hospital collaboration. The Adolescent and Family Services will continue to take a leadership role in the collaborative efforts of agencies in the community to provide the services needed by youth and their families.

In 1987, the Emergency Service unit grew to meet the increasing needs of the homeless in Cambridge. The Multi-Service Center for the Homeless was created and operates, at 15 Pearl Street to provide one-stop social services for the homeless and near homeless. The staff includes social workers, mental health personnel and case managers. The City also operates a twenty bed emergency shelter at the Cambridge Armory and manages five family rooms at the YWCA for homeless families. The department chairs the Mayor's Committee for the Homeless which is comprised of public and private sector persons involved with homeless issues. The Department through Emergency Services

continues to work at creating a continuum of housing and social services for displaced Cambridge families and individuals.

The Planning and Development Division also administers Community Development Block Grant and Gateway City funds to non-profit community based organizations providing human services to low and moderate income residents of Cambridge. Funds provided for counselling and referral services to public housing tenants, emergency shelter for alcoholics, child care information, referral and resource development, counselling and referral services for Latinos, Portuguese and Haitian residents, distribution of surplus food to low-income persons, support for the parents of infants at development risk, housing and employment counselling for elderly, elderly and handicapped van transportation, short-term shelter for adolescent and counselling services for linquistic minorities.

Council On Aging

The Council on Aging is the central place in our community where elders and their families can receive comprehensive information and referral services.

The Council on Aging provides a variety of direct services for elders including support services, leisure, fitness, educational and health related services and activities. In FY87, the staff of the Council on Aging responded to over 6,339 requests for information and referral services and assisted 7,120 elders with individual problems or needs. Elders can also learn about Council on Aging services through its monthly publication. *Newslines,* which reports on activities, programs, services and other issues of concern.

Housing, health and transportation issues were the most often identified areas of concern by Cambridge's elders and elder-service providers. The council on Aging offers the following services/programs to seniors and their families to assist them in improving the quality of their lives.

1. Through the *Housing Assistance Program,* elders receive assistance in finding or maintaining public, private and subsidized housing. HAP services have expanded to include younger homeless individuals.
2. The *Social Services Unit* provides counselling and support services to families who care for elder relatives in particular those with Alzheimer's disease (The Family Support Project); the case management services for homeless in cooperation with the Multi-Service Center/Homeless; and case management for self-abusing/self-neglecting elders. Benefits counselling is also offered; which focuses on Social Security, SSI, Medicaid, food stamps, veteran's benefits, Medicare, etc. In the Mutual Aid group older and frail elders learn to help and support each other in daily living and enjoy social activities together.
3. The *Volunteer Project* matches volunteers of all ages with elders for friendly visiting and telephone reassurance. Through the SERVE Project elder volunteers are matched with volunteer opportunities in the community.
4. *Health* programs offered in cooperation with local health care providers include eye examinations, blood pressure and diabetes screenings, flu shots, podiatry care, and an annual city-wide Health Fair.
5. *Fitness* programs are offered at various locations across the City and include: Limber Longer exercise classes, the Walking Club, Bowling, Line Dancing, Square Dancing, WOW (Watch Our Weight) and Senior Sports Day.
6. *Education, enrichment and advocacy* programs include trips, guest speakers, arts, crafts, book club, Ultra Sounds Chorus, theater club, knitting, discussion groups, and city-wide picnics in cooperation with the Mayor's office.
7. The Prime Time Employment Project provides career counselling, job placements and referral services designed especially for people over 50 years old. In fiscal year 1987 420 requested employment services, 278 received job counselling and over 350 jobs were listed with the Project.
8. *Transportation* for elder and handicapped Cambridge residents can be arranged to and from medical appointments, lunch programs, grocery shopping and Council on Aging sponsored programs and events through either Somerville Cambridge Medford Transportation, Inc. Somerville Cambridge Elders Services Inc., The Ride, the Taxi Cab discount program or the Council on Aging bus. The council on Aging bus provides low cost, lift equipped trip and shopping transportation.
9. *Discount* programs are of special interest to elders on fixed incomes. Retail shopping and parking discounts are obtained through the Buylines ID card system. A 25% taxi cab coupon program and Farmer's Market coupons are also offered.

A very special achievement this year was the receipt of a grant from the North Cambridge Stabilization Committee to expand the Senior Center in North Cambridge, adding a kitchen, dining room and office space. The additional space allows the Senior Center to provide important nutrition programs and increased social programs.

The Council on Aging has continued to improve and develop its services while cooperating with other providers to bring additional services to Cambridge Elders.



Council on Aging sponsored trip.

Commissions

The Commission for the Handicapped Person continued to work for a barrier-free city with projects which include architectural barrier removal, construction of curb cuts, and increasing access to services through purchase of TDD's for city offices, sign language interpreters, and other adaptations. The Commission continues to address the need for expanding and enforcing handcapped parking spaces.

The Cambridge Consumer's Council actively works to resolve consumer disputes for Cambridge residents or customers of Cambridge businesses. In 1987, through self-help information and advice or by direct intervention, the Council assisted 420 consumers, who filed written complaints, to obtain $4,400.00 in credit or refunds as settlement for their disputes. Over 1,200 phone calls requesting information and or assistance were received during the year. Also, the "Elderly Consumer" program was the Council's special focus as part of a special grant in 1987.

The Civic Unit Committee continued such activities as The Clorae Evertize Award for public service, a high school gerontology program which brought 400 students together with Cambridge elders, and the "One Church, One Child" adoption program. Ecumenical holiday services and special meetings of community issues such as housing access were also part of the Committee's Agenda in 1987.

Veteran's Services

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

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

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

The City Manager annually appoints a Veterans Graves Officer whose responsibilities include: Caring for veteran's graves under MGL CH. 115, S9; places the United States flag on the grave of every veteran, whose remains are contained in Cemeteries in the City on Memorial Day; places floral adornments on street signs and public squares named in honor of deceased veterans.

The Department of Veterans' Services coordinates a public celebration on Patriot's Day, Memorial Day and Veterans Day as well as various ceremonies honoring veterans.

Commission On The Status Of Women

The Cambridge Commission on the Status of Women was chartered by the Cambridge City Council in 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."

Women's health has been a major priority of the Commission during FY87. As a founding member of Cambridge Health Advocates for Teens, a coalition of community activists, school personnel and health professionals, the Women's Commission participated in the development of a Teen Health Center to be opened in the Fall, 1987, at the Cambridge Rindge and Latin School. The Center will serve all health needs for Cambridge adolescents, including mental health and personal counseling, drug and alcohol abuse and disease prevention programs. In addition, members and staff of the Commission are working on reviewing and increasing women's health services at The Cambridge Hospital. The review process includes meetings with women from the ethnic and racial minority communities of the City to ensure that services are culturally appropriate and target needs directly.

In the area of women's safety, the Commission has founded the Cambridge Area Rape Alliance (CARA) in collaboration with the Cambridge Police Department, the Cambridge Hospital, the Rape Crisis Center and the District Attorney's Victim/Witness Bureau. CARA's purpose is to coordinate services to individuals, families and neighborhoods victimized by sexual assaults. The unique city-wide effort hopes to increase communication among neighborhoods, women's groups and city agencies.

The Commission publishes a monthly article on women's issues in the *Cambridge Chronicle*. Members and staff have supported women's efforts to organize in trade unions in local restaurants, hotels and universities, and have advised local corporations in areas of sexual harassment and discrimination policies. It sponsored the third annual International Women's Day program for city workers and officials in March, 1987 to promote higher understanding of women's roles and needs around the world. The focus in 1987 was on women in El Salvador and issues of Central American refugees in Cambridge. In June, 1987 the Commission's director joined a Cambridge Sister City delegation to the Salvadoran village of San Jose Las Flores.

The Women's Commission continues its support of statewide efforts to increase grants and services to women and children who recieve welfare as well as wages and benefits to women working outside the home as part of the Women's Campaign for Social Justice.

Human Rights Commission

The Human Rights Commission completed its first full year as the city agency which enforces a local ordinance passed by the City Council in 1984, which makes it illegal to discriminate in Cambridge in employment, housing and real estate, education, insurance, credit, bonds, public accommodations and city services on the basis of race, color, sex, age, disability, religious creed, national origin or ancestry, sexual orientation, marital status, family status, military status or source of income.

In FY87, the Commission investigated complaints, mediated disputes, and provided educational services to community, school and business organizations as well as to other city departments. Many of the complaints received by the Commission included discrimination in housing on the basis of family status, disability, and race; discrimination in employment on the basis of sexual orientation and religion as well as race and sex. The Commission helped to educate employers about the new federal immigration law that was feared would be used to discriminate against people who seemed "foreign"; commissioners spoke on AIDS discrimination issues and helped set up the City's AIDS taskforce. Projects were begun with the police department — to train recruits and officers about civil rights laws and to develop sensitivity to civil rights issues. Commissioners worked together with other groups concerned about discrimination including human rights committees at the high school and the hospital, the District Attorney's county-wide civil rights advisory group and an area-wide coalition of local human rights commissions.

During FY87, the Commission began planning a major public hearing which will be held in April, 1988 entitled "Racism? In Cambridge?". The hearing is intended to enable the Commission to assess the situation in Cambridge for people of color, to bring neighbors together and for the whole community to be informed about problems which may exist, and to plan efforts needed to deal with those problems. This will be the first of several hearings to examine various kinds of prejudice and discrimination and the extent of their presence in Cambridge.

The Schools

The Cambridge Schools were recently described by the Boston Globe (October 3, 1987) as "A Model" . . . for other cities in Massachusetts and across the nation.

The description is based upon the response of our schools to the diverse community that it serves. The school population includes students from 65 nations who speak 46 different languages or dialects. Forty-eight percent of the total 7820 school population are minority students. The school system is comprised of 13 elementary and one high school with a faculty of 710 teachers, 84 administrators and 313 support personnel who, in fiscal year 1986, operated under a $52.2 million budget, $19.9 million of that provided by state or federal funds.

School Superindentent Dr. Robert S. Peterkin indicated that, in 1986, 87.8% of the students passed the statewide Basic Skills tests, and high school SAT scores increased by 61 points over the past five years defying the national trend of a 16 point increase during the same period.

Over 66% (371 of the 528 high school graduates) continued to further their education following the 1987 commencement; of that percentage 47.7 are minority students.

Achievements during the past year include the high school Writing Center, honored as the only "Center of Excellence" in the state by the National Council of Teachers in English; the CRLS Drama Department winning the State Festival Award; the high school track teams capturing the state "Triple Crown" championship (fall, winter, and spring championships) for the first time in state history; the CRLS student newspaper "The Register Forum" winning the highest state award in the Scholastic Press Forum; the Morse School Kindergaten award of high honors in the Federal Environmental Protection Agency national contest; Basketball Coach Al Coccoluto named as Massachusetts "Coach of the Year"; the State Black Legislative Caucus "1987 Education Award" to Superintendent Peterkin; Longfellow School teacher Janet Palladino's selection as one of 18 state-wide Lucretia Crocker Fellows; CRLS Teacher Marley Hutcherson honored by CBS television during a national network special on outstanding teachers; School Food Service Director, Marily Tompkins selected as New England's "Best Food Service Operator of the Year"; Bilingual Education Assistant Director and Fulbright Scholar Dr. Jose M. Figueiredo honored by the Massachusetts Teachers Association as one of three teachers in the state to win the Annual Human and Civil Rights Award; and the selection of the Cambridge School Committee as "Best in the Nation" by the National Education Association.

"Controlled Choice, the Cambridge Plan," the schools' voluntary racial desegration policy developed by parents and teachers eight years ago, has become the center of attention nation wide and is currently being reviewed for adoption by Boston and Seattle.

The "Key Results Plan," a program that focuses on the following four major elements has been implemented and is designed to capitalize on past success and establish future goals. The elements are:

1) Academic, Intellectual and Physical Development.
2) Career and Civic Education.
3) Professional and Program Development.
4) Management Support Systems.

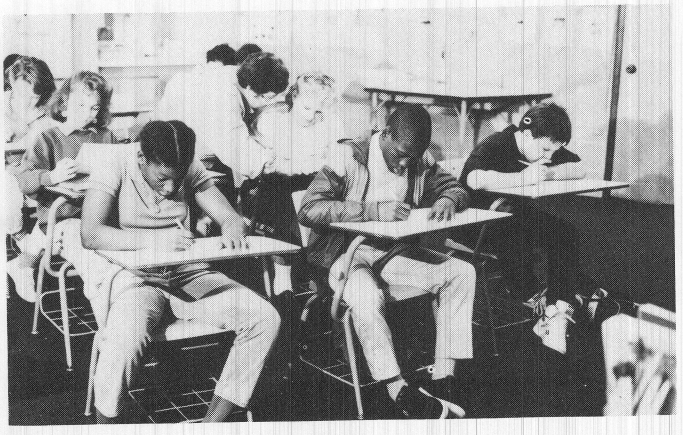
The Key Results process may well be described as a "back to the future" approach, since it has involved a very detailed look at what should be accomplished in the next five years and the criteria by which those accomplishments would be measured. This "future" look is followed by a careful analysis of where the schools are now and where public education here may want to be in the future. The Key Results concept is multi-year plan subject to yearly modification.



Traffic safety officer Jean Garside's friendly smile makes coming to school easy for King Elementary School children.



Tobin School third grade students zero-in on math problems.



Studying is hard work. Eighth grade students take their lessons seriously in preparation for high school.

DEPARTMENT HEADS

Affirmative Action:
William A. Gomes

Animal Commission:
Mark W. McCabe

Arts Council:
Annabelle Hebert

Assessors:
Kevin T. McDevitt
Faith McDonald

Auditing:
Arthur F. Libitz

Budget:
Louis DePasquale

City Clerk:
Joseph E. Connarton
John Flynn

Community Development:
Michael H. Rosenberg

Data Processing:
Valerie A. Roman

Election Commission:
Edward Samp
Sondra Scheir
Artis Spears
Peter Sturges

Electrical:
George Fernandes

Emergency Management:
David B. O'Connor

Executive:
Robert W. Healy
Richard C. Rossi

Fire:
Thomas V. Scott

Fiscal Affairs:
James P. Maloney, Jr.

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

Historical Commission:
Charles Sullivan

Human Rights Commission:
Demita Frazier

Human Services:
Jill Herold

Inspectional Services:
Joseph J. Cellucci

Law:
Russell B. Higley

Library:
Joseph G. Sakey

License:
James Thaddeus McDavitt

Neville Manor:
Gerald L. MacDonald

Nuclear Disarmament & Peace Education Commission:
Jeb Brugmann

Personnel:
Michael P. Gardner

Police:
Anthony G. Paolillo

Public Works:
William Sommers

Purchasing:
Barbara L. Duffy

Rent Control:
Margaret Drury

School:
Robert S. Peterkin, Ph.D.

Sealer-Weights & Measures
Robert K. Laffin

Traffic and Parking:
George Teso

Veterans Benefits/Services:
Paul J. Ryan

Water:
John J. Cusack, Jr.

Womens's Commission:
Nancy M. Ryan

Department	Tel. No.
Affirmative Action	498-9024
Animal Commission	498-9041
Arts Council	498-9033
Assessors	498-9007
Auditing	498-9008
Budget	498-9009
Cable T.V.	498-9000
Cemetery	498-9053
City Clerk	498-9017
City Council	498-9094
Community Development	498-9034
Conservation Commission	498-9048
Consumer Commission	498-9023
Council on Aging	498-9039
Data Processing	498-9069
Elections	498-9087
Electrical	876-0125
Emergency Management	498-1590
Executive	498-9011
Fire	876-0125
Handicapped Commission	498-9000
Health & Hospital	498-1000
Historical Commission	498-9040
Human Rights Commission	498-9049
Human Services	498-9076

Department	Tel. No.
Inspectional Services	498-9013
Law	498-9020
Library	498-9080
License Commission	498-9021
Mayor	498-9090
Neville Manor	492-6310
Parking Violations	498-9036
Peace Commission	498-9000
Personnel	498-9024
Police	498-9300
Police Review & Advisory Brd.	498-9489
Printing	498-9026
Public Works	498-9051
Purchasing	498-9027
Recreation	498-9028
Rent Control	498-9077
Revenue	498-9030
Schools	498-9200
Traffic & Parking	498-9042
Treasury	498-9032
Veterans Services	498-9044
Water Department	498-9070
Weights & Measures	498-9031
Women's Commission	498-9014

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

January 25, 1988

To the Honorable, the City Council:

Enclosed please find a copy of the 1986-1987 Annual Report for the City of Cambridge.

Very truly yours,

Robert W. Healy
City Manager

RWH/mbf
Enc.

Agenda Item No. 15 F-36

Re: enclosed copy of the Annual Report for 1986-1987.

In City Council,

January 25, 1988

Placed on File