

## CITY OF CAMBRIDGE

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To The Honorable, The City Council:

The attached document describes the accomplishments of the City Government for 1994 and sets forth the goals and objectives of the City Administration for 1995.

For the City Administration, as well as for the Mayor and the City Council, a significant portion of 1994 was devoted to the question of the continued existence of rent control in the City. The last quarter of 1994 found us all engaged in the effort to develop necessary responses to the passage of Question 9. Through the unceasing efforts of all of these parties, the City was able to develop, in a remarkably short time, home rule legislation that was successfully enacted by the legislature, but which fell victim to the Governor's veto. The process that produced the home rule legislation brought together many people of different strongly held views to work collaboratively in a process that required everyone to yield some ground. I look forward to working with the Council in 1995 to resolve some of the other difficult issues that have in the past divided the Council.

For 1995, the challenges for the City in the area of affordable housing are daunting. The Rent Control Board, in conjunction with other City departments, has begun to speedily and conscientiously implement the new state law. Working with the Human Services Department, the Community Development Department, the Cambridge Housing Authority, the Cambridge Hospital and other City agencies, the Rent Control Board will be providing transitional housing services to those who need them.

But the challenges for affordable housing in 1995 go much deeper than just addressing the sudden shift in the rent control laws. On the State and especially the Federal level, the proposed changes in housing programs and the level of their funding threaten the City's ability to continue its aggressive program of the development of affordable housing. Because of our strong commitment to affordable housing, Cambridge has allocated more resources than most cities to developing affordable housing. Those resources have included both City dollars, very high allocations of federal block grant funding and the dedication of many City personnel.

We will need to use all of our creative energies now to anticipate and respond to the changes at the federal level to maximize our ability to continue the development of affordable housing. We will be exploring with the City Council new ideas and programs for housing, including affordable homeownership opportunities.

Our capacity to address these and other challenges for 1995 has been enhanced by our hiring during 1994 of talented and dedicated new department heads. The City's record in hiring and promoting women to top level positions is outstanding. While our overall record in hiring minorities is very strong, we need, in 1995, to strive harder to address the underrepresentation of minorities in top management positions.

Although the goals and accomplishments are separated by department, many of the accomplishments have been made and the goals will be achieved by the joint efforts of different departments. During 1994, we continued and expanded our collaborative efforts across departmental lines. The Open Space Committee, the Housing Cabinet, the Local Emergency Planning Committee, the Network Infrastructure Committee, and the Domestic Violence Working Group, to name a few, have enabled and will continue to enable the City to make efficient use of resources to respond to problems which do not fall neatly within just one department's area.

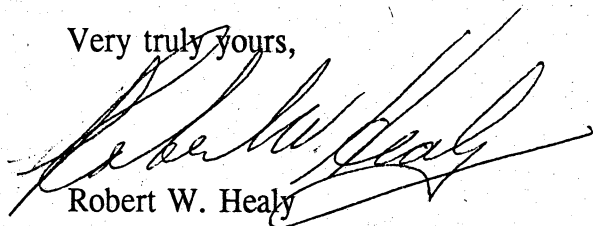
In a decade in which most other cities have found their ability to fund services and capital projects for their citizens severely limited, Cambridge stands out as a remarkable exception. We continue to provide a higher level of services than virtually any other city in Massachusetts. Our capital program is unmatched, with two schools to be completed this year, applications to be filed this year for state funding for two others and a site selection process begun for an additional school site, the new senior center to open, construction to commence on a new youth center, and design and planning to be continued on a three million dollar capital improvement project for Central Square.

Our aggressive capital projects and the continued high level of services to our citizenry depend on our ability to maintain our fiscal stability. As you all know, with the current taxation laws, stability can be maintained only if we have a sound economic development strategy which promotes that development. We must continue to work to make sure that we promote development in ways that are consistent with quality of life issues for our residents.

As always, it is important to remind ourselves that there will be hard choices to make about what services the City can provide and what projects can be supported. We will never be able to address all of the needs of the people who live in Cambridge and we will need to constantly reexamine our programs to ensure that we are focusing on those priorities.

I look forward to discussing the attached goals and accomplishments with you.

Very truly yours,



Robert W. Healy  
City Manager

Attachment

## 1995 GOALS & OBJECTIVES

### I. GENERAL GOVERNMENT

#### Finance

##### Goals:

- Redesign property tax and water/sewer bills in order to improve customer understanding.
- Expand employee training in the area of customer relations.
- Further implementation of an electronic public information system.
- Further development of the City's network infrastructure to effectively link all municipal buildings, schools and libraries.
- Prepare annual and operating budgets that comply with Proposition 2 1/2.
- Arrange financing and credit for the City's capital improvement projects.
- Begin Phase I implementation of the Citywide Geographic Information System (GIS), which includes hardware/software acquisition and commencement of data conversion.
- Improve employee training regarding payroll tax law.
- Implement an in-house computer system to account for fixed assets.

##### 1994 Accomplishments:

- Prepared annual operating and capital budgets that complied with Proposition 2 1/2.
- Increased year-end Free Cash from 2.66% to 5.26% of the General Fund budget.
- Arranged financing and credit for the City's capital improvement projects.
- Reduced year-end personal and real estate tax receivables, including tax titles and possessions, by 10.60%.
- Completed a comprehensive Citywide Geographic Information System (GIS) needs analysis and implementation report, and developed a request-for-proposals for the procurement of the GIS system and data conversion services.
- Made progress in the development of an electronic public information system to provide the community with an electronic link to City Hall, our schools and our libraries.

## Law Department

### Goals:

- Continue training and coordinating efforts among departments and boards dealing with land use matters, with a particular emphasis on clarifying provisions of the zoning ordinance.
- Increase outreach and training to various departments regarding measures to improve risk analysis and control.
- Expand use of computerized legal research tools.
- Assist in the implementation of the State rent control law (Chapter 282 of the Acts of 1994).

### 1994 Accomplishments

- Litigated issues and assisted the City Manager and City Council with legislative responses to Question 9.
- Established in-house procedure for collection of delinquent property taxes and collected in excess of \$5,000,000 in calendar 1994.
- Coordinated meetings among zoning specialists from Inspectional Services Department and the Community Development Department to assure consistent interpretation of zoning regulations.
- Expanded participation of attorneys in the hearings of committees of the City Council.

## II. HUMAN RESOURCE DEVELOPMENT

### Personnel Department

#### Goals:

- Assist the Police and Fire Departments in completing their 1995 hiring rounds successfully, in compliance with civil service and related laws, departmental and City goals, and successfully defend challenges to those hires.
- Assist the Emergency Communications Department in its planning, bargaining and personnel screening and training for a new combined emergency communications and dispatch center, improving efficiency and computer aided emergency dispatch.
- Successfully conclude bargaining with the seven bargaining units which are unsettled for FY95 and the three other bargaining units unsettled for FY96, following the pattern of modest wage increase set with other units, and successfully defend management rights with respect to departmental organization and assignment which are currently under challenge in a small number of major units.
- Continue to assist in the implementation of the City's Affirmative Action Plan, with emphasis on Officials and Administrators and other policy making/advising positions in the City.
- Complete substance abuse and Employee Assistance Group awareness training for managers and key supervisors.
- Increase the percentage of retirees enrolled in Health Maintenance Organizations (HMOs).
- Implement a mandatory drug and alcohol testing program, as required by the U.S. Department of Transportation, for all City employees in safety sensitive transportation positions, such as those holding commercial driver's licenses.

#### 1994 Accomplishments:

- Converted more than 98% of our indemnity insurance contracts for employees to HMOs. Twelve collective bargaining units agreed to the changeover in health insurance during calendar 1994 (compared to only five during calendar 1993). Only two small bargaining units, currently representing sixty-one employees, with indemnity coverage remain on Master Health Plus. We are in mediation and fact finding with these units and expect their conversion within the fiscal year. Domestic Partnership benefits have been extended to all groups.

- Maintained a 43% minority hiring rate during calendar 1994. The percentage of underrepresented groups of Hispanics and Asians increased modestly, as did the percentage of minority Officials and Administrators.
- Reached agreement with eleven collective bargaining units during 1994 for contracts with no or modest wage increases for FY95 and, in most cases FY96 and FY97 as well. The modest wage improvements and the conversion of health insurance were the major goals of the City, which were successfully achieved.
- Completed the first round of state and local ethics training, with two additional sessions to be scheduled during the winter of 1995.
- Drafted a revised Employee's Handbook and Supervisor's Policy Manuals; the manuals will be finalized in 1995.
- Drafted the life and disability insurance request-for-proposals; the contract will be awarded in 1995.

## **Library**

### Goals:

- Ensure adequate coverage at the libraries and meet increasing demand in the Main Library Children's and Reference Departments.
- Complete process for assessment of the main library facility: determine course of action based on findings of feasibility study, develop a financing plan, seek state grant, solicit private support.
- Continue to upgrade branch library facilities.

### 1994 Accomplishments:

- Expanded public service by increasing circulation by 5%, expanded Children's Summer Reading Clubs by 19%, provided Internet access to the public, and developed and participated in public events.
- Actively recruited outside minority candidates and promoted internally to advance affirmative action goals.

- Wrote collection development plan to articulate and prioritize how materials are acquired for the collection.
- Continued work with Cambridge School Department and the Cambridge Partnership for Education to promote summer reading and to acknowledge participants at the conclusion of the program; received funding from a local business to underwrite expanded summer reading program.
- Worked cooperatively with other City departments to coordinate information delivery to residents: served as voter registrars at branch libraries and provided space for voter registration at Main Library; provided space and phone lines for parking permit registration at various branches; and worked with Human Services Department to develop a housing information collection at all locations to support efforts to assist those displaced by the phasing out of rent control.

### **III. PUBLIC SAFETY**

#### **Police, Fire and Emergency Communications Departments**

##### Goals:

- Utilize integrated approaches to involve citizens in the formulation of policing strategies and in the expansion of community oriented policing. Maintain and expand crime prevention efforts through community groups and block watches. In partnership with neighborhood citizens' groups, establish a neighborhood outreach center.
- Continue the Drug Abuse Resistance Education (DARE) Program in the elementary schools and, in partnership with appropriate agencies, participate in the enforcement of illegal sale of tobacco products to minors.
- Continue selective traffic enforcement in all neighborhoods of the City with special focus on the enforcement of heavy truck traffic regulations. Focus on the reduction of personal injury and property damage as a result of such traffic hazards by the issuance of citations. In partnership with neighborhood groups and industry representatives, seek safe alternative truck routes throughout the City.
- Provide necessary patrols to all schools within the City and seek alternative school crossing coverage methods to assure safe passage for children attending the schools.
- Improve the information collection, analysis and dissemination of crime statistics and sharing such information as permitted with neighborhood citizens groups and the public at large.
- Recruit, hire and train twenty-two new police officers to reflect the diversity of our community (fourteen to be bi-lingual: four (4) Portuguese, four (4) Kreyol, four (4) Spanish, and two (2) Asian).
- Through the use of grant and forfeiture money, maintain the high degree of electronic and computer equipment necessary for illegal drug interdiction.
- Train and certify additional Police Department personnel to investigate domestic violence and sexual assault crimes.
- Continue to meet with community groups to identify and target areas of illegal drug activity.

- Create a domestic violence case management system, coordinating with the Middlesex County District Attorney's Abuse Prevention Program and to increase community outreach by offering training to various city and private organizations in maintaining Cambridge as a Domestic Violence Free Zone.
- Hire and train 16 new fire fighters.
- Continue to implement a strong fire prevention and fire safety education program, including an aggressive stance on compliance with smoke detector regulations.
- Build, equip and begin initial operation of the City's 911 Center; consolidate police and fire dispatching, upgrade the police radio system; acquire a new Computer-Aided Dispatch system to speed emergency response; create improved 911 call-handing and dispatching procedures; and improve the training and skills of 911 Center staff to better serve the public.

1994 Accomplishments:

- Reported crime registered an 8.1% decrease in calendar year 1994 when compared to calendar year 1993. The 1994 crime index of 5,864 crimes is the lowest total reported by the Cambridge Police to the Federal Bureau of Investigations Uniform Crime Reporting Program since 1968.
- Selective traffic enforcement in all neighborhoods of the City and in identified high accident areas was increased.
- Hired and trained three (3) new hispanic police officers.
- Increased police/neighborhood communication efforts through involvement with and expansion of community policing initiatives, the Drug Abuse Resistance Education (DARE) program, youth dialogues and other collaborative efforts.
- Over \$750,000 grant funds were solicited and approved for programs such as domestic violence, community policing, police hiring, and information systems.
- Investigated and cleared by arrest, nine bank robbery suspects in Cambridge during 1994. The investigation into organized crime prostitution activities yielded eight arrests and enormous media coverage. The uncovering of a million dollar World Cup ticket scam operation resulted in the seizure of tickets and cash. Identified and arrested the infamous "ATM Robber" who had committed ten such offenses.

- Continued development of an integrated response system to domestic violence and continued department wide training including advanced report writing, evidence gathering and response.
- Increased fire safety education programs, particularly for elementary school children and occupants of elderly housing complexes.
- Trained the members of four (4) Fire Department engine companies in the use of an automatic external defibrillator (AED). All members of Engine Co. 2, 3, 4, and 9 are certified to use this equipment. Early use of AED will greatly increase the survival rate of heart attack victims.
- Created the Emergency Communications Department, a Director was hired, a new consolidated 911 Center was designed and bid for construction, a plan was created for acquiring Enhanced 911 phone service, dispatcher training and hiring programs were improved, and Mobile Data Terminals and PC's were acquired to assist police patrol and investigative efforts.

### **Inspectional Services Department**

#### Goals:

- Complete implementation of Departmental organizational improvements.
- Examine options for changes to permit fee schedules (restaurant, wiring, and plumbing and gas), and obtain City Council approval for a new schedule structure.
- Improve plan files and space management by initiating conversion to microfiche; establish a suitable reference library.
- Continue an aggressive employee training program to improve professionalism of Department, and continuously improve services and response to the public.

#### 1994 Accomplishments:

- Implemented Departmental management improvements: computerized the entire licensing, permitting process and completed first responder training for crisis response team.
- Enhanced ongoing training program to encourage professionalism of staff in following areas: supervisory training, customer service, specialized technical training.

- Recommended a new building permit fee structure, which was approved by the City Council. Implementation of the new schedule has taken place. The new schedule will result in over \$300,000 in new revenue for FY95.
- Improved building plan review process which includes the issuing of a permit within two weeks of application.

## IV. COMMUNITY MAINTENANCE AND DEVELOPMENT

### Community Development Department

#### Goals:

- Develop a long-term vision for Central Square and work toward immediate implementation of short-term improvements; implement facade improvements on selected buildings in the Square.
- Begin construction of Quincy Square Park, and complete the following park improvements: Pemberton Street in North Cambridge, Parkway Park in North Cambridge, Library Park in Mid Cambridge, and Hurley Street Playground in East Cambridge.
- Commence design process for proposed grade separation crossing over the commuter rail line in North Cambridge.
- Complete design for the Lafayette Square/Massachusetts Avenue Roadway Improvement Project; initiate the design process for the various approved Regional Transportation Improvement Program Cambridge projects.
- Work with the City Council and other appropriate individuals to explore housing policy options in the coming years. As part of this effort, continue to identify and secure new funding sources for housing development, including the possibility of the use of municipal bonds.
- Expand the Cambridge Homeownership Initiative, by expanding the availability of first time buyer and education programs, fully implementing the \$7.5 million low rate mortgage set aside by providing marketing assistance to participating banks and outreach to potential first time buyers, monitoring the production, financing, and marketing of 25 first time buyer units, and overseeing the resale of affordable deed-restricted units to low- and moderate-income first time buyers.
- Provide technical assistance and tenant organizing support to residents and owners of "expiring use restriction" housing developments consisting of over 1,600 units, including support for the sale and transfer of these properties to nonprofit, resident-controlled ownership.
- Collaborate with other City departments with permitting and licensing responsibilities to design a streamlined permitting process, reducing unnecessary regulation and delays faced by companies wanting to locate in Cambridge.

- Attract and promote the development of a supermarket. Evaluate the need for use of HUD 108 to support this goal.
- Construct the Brookline Street improvements with Community Development Action Grant (CDAG) funds.
- Based on the 1994 study of financial needs, develop and implement a new financial program for small business and other assistance.
- Evaluate the designation of the city's older industrial areas as Economic Opportunity Areas.
- Working with the City Manager's Office and Department of Human Services, hire a consultant to develop a feasibility study of integrating potential new uses at Russell Field in North Cambridge.
- Continue to work with dog owners regarding appropriately located dog-run areas.

#### 1994 Accomplishments:

- Worked with the Central Square Committee to create a vision for the square, selected an urban design team to implement that vision, and began the urban design process.
- Continued refinement of the draft Alewife Plan including advancing awareness of the proposal by providing assistance in the production of a single issue of the North Cambridge News devoted to the study and the area generally; secured funds through State TIP for improvement's related to Alewife including Fresh Pond Parkway improvements and bicycle path connections.
- Continued to assist the Planning Board, City Council, Board of Zoning Appeal and private citizens in applying the draft principals outlined in the growth policy document, *Toward A Sustainable Future*, to their various responsibilities and interests; received endorsement of the growth policy by the City Council.
- Completed the North Cambridge Safety Study with recommendations for improvements that have been endorsed by the City Council.
- Completed improvements or renovations to Hoyt Field, Rafferty Park, and Gannett/Warren Pals Park.
- Initiated or completed design for improvements at Hurley Street Park, Pemberton Street Park, and the New Cambridgeport Park at Pacific Street.

- Completed the planning process for Neighborhood Nine and Mid Cambridge neighborhood studies; completed the text of the neighborhood study reports for Neighborhood Four and Wellington-Harrington.
- Provided technical services and significant financial support to new affordable housing developments by completing the development of four new projects comprising 8 family units and 12 single-room occupancy units, and proceeded with activity on seven new projects, including the largest multi-family development undertaken in the City in over a decade, comprising 166 family units including the Blouin site and Brookline Street site.
- Implemented the Cambridge Homeownership Initiative, a program that has provided buyer education to over 200 households; negotiated a \$7.5 million pool of below market rate financing with six area banks to provide low cost mortgages for first time buyers; and sponsored the development of 25 first time homebuyer units, to be completed in FY95.
- Established the Lead-Safe Cambridge Program, using a \$3.3 million HUD grant. The program provides assistance to property owners in deleading their units through arranging lead inspections and abatement as well as providing deferred forgivable loans, temporary relocation services, blood testing and medical follow-up for children under the age of six, and education to families in poisoning prevention strategies. Lead Safe Cambridge will delead 300 units during FY95 and FY96.
- Assessed the market needs and siting strategies of regional supermarkets and worked with them to find a suitable site in Cambridge; completed Supermarket Report which assessed issues related to siting markets in underserved neighborhoods.
- Received designation from the state as an Economic Target Area, enabling Cambridge to apply to become an Economic Opportunity Area and offer certain incentives to companies locating new operations here.
- Conducted a survey of women owned businesses in Cambridge identifying close to 400 such firms. Responding to requests from the firms, published a directory of women owned businesses in Cambridge.
- Continued to provide financial support and technical assistance to the Cambridge Business Development Center.
- Successfully competed for a \$390,000 CDAG for the construction of public improvements on Brookline Street.

## **Environmental Program**

### Goals:

- Continue to coordinate activities to implement the Vehicle Trip Reduction Ordinance, including implementation of a pilot commuter mobility program for city employees and facilitation of other commuter mobility programs; development of pedestrian and bicycle plans and facilities enhancement, safety, and promotional activities; development of traffic calming measures and pedestrian improvements in consultation with residents as streets are scheduled for reconstruction and other efforts to reduce single occupant automobile trips in Cambridge.
- Work with state agencies and various City departments, including Department of Public Works and Department of Health and Hospitals, to better manage household hazardous waste, focusing on reuse and recycling as key goals.
- Continue to coordinate Central Artery-related activities and North Point infrastructure development.
- With other City departments, conduct feasibility studies for transit/shuttle services using alternatively fueled vehicles to serve populations currently underserved by the MBTA.
- Coordinate design and construction of transportation enhancement improvements in the Alewife/Fresh Pond corridor.
- Coordinate environmental review of major projects proposed for Cambridge and assist City departments plan and implement environmental programs.
- Continue to work with City departments, local, state and federal governments, environmental organizations and the public to promote and enhance natural resource protection in Cambridge.
- Continue to work with state and federal agencies, the Department of Traffic, Parking, and Transportation and neighborhood groups to identify and implement traffic mitigation projects.
- Continue to research and evaluate potential air quality improvement programs for City implementation.

### 1994 Accomplishments:

- Worked with major Cambridge employers developing Transportation Management Associations and developed a commuter mobility pilot plan for City employees.

- With other City departments, investigated pedestrian safety issues in various parts of the city, developed plans, and initiated facility improvements, including improvements at Arsenal Square.
- Carried out bicycle promotion activities, including installing bicycle parking facilities throughout the city and purchasing bicycles for work-related trips by City staff and providing them with safety and rules-of-the-road training.
- Worked with various City departments, the Massachusetts Highway Department and the community to develop a renovation plan for Massachusetts Avenue from Lafayette Square to Memorial Drive that includes landscaping, redesign of paving and lighting, inclusion of bicycle lanes, and other urban design enhancements.
- Carried out the bicycle and pedestrian safety education program by developing and distributing educational materials and working with the police on law enforcement.
- Worked with local businesses and City agencies to resolve point source air pollution problems.
- Guided and monitored various hazardous waste remediation activities in the City and continued to participate in coordinated emergency response hazardous materials task force.
- Continued to work with other departments, agencies, and groups to enhance protection of public drinking supplies and established ongoing coordination of the City's planning activities in Alewife, Fresh Pond, and Charles River areas with the MDC.
- Coordinated the City's activities regarding the Central Artery project's Charles River Crossing and MDC river front parkland master planning.
- Coordinated planning and design to connect the Minuteman Bikeway to the Alewife T Station and for a new bridge at Kingsley Park (Fresh Pond) that accommodates pedestrian, bicyclists and motorists safely.

## **Public Works Department**

### Goals:

- Reduce overtime, sick leave and vehicular accidents. Implement an automated DPW personnel administration and attendance tracking system.
- Develop "Estimating Manual," a cost analysis vehicle, which will assist the Department of Public Works' staff in preparing capital requests for streets, sidewalks, parks, sewers and trees.

- Monitor the construction of the Cambridge Senior Center at 806 Massachusetts Avenue.
- Promote recycling, reuse and reduction of materials in City government.
- Working with the MIS Department, fully computerize a DPW work order system.

#### 1994 Accomplishments:

- Installed new irrigation systems and grass infields at the Tobin and Donnelly Fields.
- Developed an automated personnel administration and attendance tracking system; this program will be implemented in 1995.
- Removed all tree stumps throughout the City.
- Cleaned the 3,000 catch basins throughout the City; this program is ongoing.
- Analyzed cost reduction needs and options for recyclable collection; a saving of \$50,000 was realized through the invitation to bid process.
- Developed a computer program on a personal computer for commercial rubbish accounts for billing and statistical information.

### **Water Department**

#### Goals:

- Continue to improve customer service and public relations through a variety of activities including staff training and the development of a newsletter.
- Continue planning and management enhancements for the watershed. This includes development of a raw water quality monitoring and sanitary survey program, completion of the buffer zone improvement master plan for Fresh Pond, completion of an Emergency Action Plan for dam failure management, and completion of the Phase I design and contract specifications for reservoir facilities improvements.
- Complete design of the future water treatment facility and finalize site selection; maintain the operations of the existing treatment plant by continuing with interim improvements.
- Negotiate with the MWRA a water exchange agreement and a residuals disposal plan.

### 1994 Accomplishments:

- Established a Watershed Protection Task Force with the City of Waltham, and developed a Stormwater Management Plan for municipal roads in the watershed.
- Implemented a lead service replacement program.
- Finalized recommendations for the future water treatment plant which meet or exceed the National Drinking Water Standards.
- Enhanced customer service information functions including the development of a "Water Department Information Packet" on commonly asked questions about water services, meters, rate schedule and billing practices, and developed a slide presentation.
- Negotiated a renewal of water use agreement with MWRA.
- Completed the Fresh Pond Watershed Protection Plan.

### **Rent Control**

#### Goals:

- Implement new State rent control law, Chapter 282, in an efficient and equitable manner, to provide tenants and property owners with speedy determinations of their rights and responsibilities.
- Work with other City agencies to implement an outreach program to inform and educate tenants and property owners about Chapter 282.
- Provide transitional housing services, including information, referral and counseling services to tenants who may face displacement as a result of Chapter 282.
- Reduce staff as appropriate for continued implementation of Chapter 282.

#### 1994 Accomplishments:

- Worked with other City staff in helping develop home rule legislation for City Council in response to the passage of Question 9.
- Worked with other City staff to develop different work plans to enable the City to speedily implement whichever of the possible regulatory schemes was in place after the passage of Question 9.

## V. HEALTH & HUMAN SERVICES

### Human Services

#### Goals:

- Continue to work with residents of the Harrington and Kennedy neighborhoods in developing programs, finalizing space plan, and beginning construction of the new East Cambridge/Wellington-Harrington Youth Center.
- Collaborate with Walden Square and Fresh Pond complexes in the development of two satellite youth center sites supported by Federal funding.
- Expand activities and resources available to youth attending youth centers. Specifically, working with the Office of Workforce Development, establish a career counselling and job readiness training program in all youth centers; implement two peer leadership programs to address issues related to substance abuse, tobacco use and crime; working with the MIS Department, establish Internet access at all youth centers and develop a comprehensive computer literacy program; and develop plans for the creation of a parents group for all youth centers.
- Develop a City-wide focus on children ages 0-6 and their families by involving parents and other community members, businesses, higher education, public and private agencies to establish a set of indicators to guide a public education campaign about the importance of the health, well-being and development of young children.
- Develop a City-wide voluntary home visiting program for families with children birth to age 5 in collaboration with the Cambridge Public Schools, The Cambridge Hospital, the Cambridge/Somerville Early Intervention Program, and the Cambridge Visiting Nurses Association.
- Complete accreditation by the National Association for the Education of Young Children (NAEYC) of the four DHSP preschools.
- Expand school-age childcare services in the new Haggerty School
- Identify non-public resources to expand scholarship funds for childcare.
- Continue to develop a strong organizational structure to enable the Substance Abuse Task Force to continue beyond the life of the current federal grant, which ends this fiscal year. The goal of such a structure will be to integrate substance abuse awareness into City programs and initiatives.

- Focusing on the needs of children ages 0-6, continue the implementation of the Pilot Center for Families in North Cambridge through ongoing collaborations with the Cambridge Public Schools, the Cambridge Hospital, and the divisions within the Department of Human Service Programs. In addition, efforts to establish a permanent local governing board for the Center and to increase coordination with other agencies and higher education institutions to provide services and resources to and at the Center will be undertaken.
- Develop and begin implementing a city-wide dental care program for children birth through adolescence in collaboration with the Health of the City, Cambridge Public Schools, and higher educational institutions.
- Expand the Office for Workforce Development's capacity to link residents with appropriate employment and training resources, providing advocacy, case management, and career guidance as needed.
- Formalize plans for implementing school-to-work apprenticeship program models in the fields of biotechnology and finance in collaboration with the Rindge School of Technical Arts.
- Increase educational and career development counseling for Community Learning Center students with a view to both improving their ability to succeed in the adult basic education program and to facilitate their transition to the next step, i.e. a job, training program, or college.
- Increase educational opportunities for residents of public housing in the areas of adult basic education, English as a Second Language, and basic computer skills.
- Expand the ESL Network, a partnership between the CLC and a variety of community groups, to 10 sites throughout the City, providing 200 students with English as a Second Language classes.
- Open new Senior Center at 806 Massachusetts Avenue, transitioning programs from the Pearl Street Senior Center, moving Windsor House Adult Day Health Center in, establish new Cambridge Hospital Senior Health Center, and coordinate with other agencies to provide services at the new Center. Coordinate with local colleges and universities to offer courses for credit for seniors. Coordinate new programming with the neighboring YMCA and develop intergenerational and multicultural programs.
- Complete the assessment and evaluation of transportation needs of Cambridge Senior Citizens, identify unmet needs, and improve current transportation services for Cambridge seniors, including medical and shopping transportation. Complete the feasibility study to offer accessible taxi service to persons with disabilities.

- Develop a city-wide cultural/recreational festival at Danehy Park to be held in the summer/fall of 1995.

#### 1994 Accomplishments:

- Began construction on the new Senior Center at 806 Massachusetts Avenue marked by a ground breaking ceremony on April 25, 1994. Convened Committees with representation from the Pearl Street Senior Center, Windsor House Adult Day Health Center and Cambridge Hospital to develop plans for programs and staffing needs, as well as furniture and equipment needs. Initiated an assessment and evaluation of the transportation needs and services of Cambridge senior citizens. Over 100 phone surveys have been completed, eight focus groups with senior citizens conducted, focus group with area elder service providers held, and more than a dozen Council on Aging surveyed.
- Collaborated with residents of the Harrington and Kennedy neighborhoods in the completion of a needs assessment, feasibility study and preliminary design for the East Cambridge/Wellington-Harrington Youth Center.
- Initiated the Even Start Program for 30 families with children up to the age of seven. This collaborative program of the Community Learning Center and School Department provides literacy and ESL classes for adults, an early childhood program for their preschool children, parent and child joint educational activities, home visits, and a parent support group. The CLC also worked with the Coordinating Council for Children and Families (KIDS' Council) to establish the Family Center at the Fitzgerald School which will begin literacy classes beginning in 1995.
- Continued to implement at the four DHSP preschool programs the stringent criteria outlined in the accreditation standards of the National Association for the Education of Young Children (NAEYC) focused at achieving developmentally appropriate protocols in program policies and daily classroom practices. The formal application process will occur in 1995.
- Initiated a pilot summer family recreation program, which incorporated Recreation, Community and Youth and Childcare Divisions along with the Arts Council and the School Department at the Kennedy School/Ahern Field and the Moore Youth Center/Hoyt Field. Programs included extended day activities, family concerts and the summer food program.
- Continued the active role of the Tobacco control Coalition, known locally as Cambridge United for Smoking Prevention (CUSP), in coordinating activities under tobacco grants held by the School Department, the Department of Health and Hospitals, CASPAR and the Department of Human Service Programs to build successful alliances in the effort to reduce tobacco use.

- Multi-Service Center staff continued to work with the Greater Boston Housing and Shelter Alliance to develop job opportunities for homeless individuals through economic development. One initiative includes a pilot program to provide voice mail to job-seekers to facilitate communication with perspective employers.
- Procured computers for each of the five Youth Centers and installed modems at each Center to access and communicate with other computer networks.

## **Department of Health and Hospitals**

### Goals:

- Continually improve community health status by using measures of health status to guide program development with the input and active involvement of the community
- Develop and implement a re-organization plan for the department with the aim of creating a framework for a seamless continuum of care for all patients.
- Integrate public health, sub-acute, primary care, and acute care service delivery into a community care network so as build a healthier community.
- Commence development of a patient-based assessment capacity so as to measure our success in meeting and exceeding the expectations of our patients and customers.
- Design and develop support system improvements in human resources, information system, fiscal services, food services and facilities that will accelerate our patient-satisfaction efforts.
- Establish demanding and achievable financial measures so as provide for short and long term financial performance.
- Continue coordination of Health of the City efforts with all other The Cambridge Hospital and health network activities to insure a shared vision and effective use of limited resources.
- Reorganize work at local levels so as to reduce bureaucratic barriers, forming flexible and optive teams who will be accountable for systems improvement on a continuous basis.
- Identify opportunities to reduce and eliminate redundancy and systems inefficiencies between City and Hospital personnel, purchasing and financial systems so as to increase health network's ability to compete in an exceptionally competitive environment.

- Play leadership role in shaping payment reform measures that will incrementally occur now that comprehensive national reform has failed.
- Continue effective dialogue with other City departments and community partners in assessing needs and developing programs to improve and expand services to the community.
- Complete a strategic plan including a master facilities assessment for Neville Manor and initial operational changes to insure a vital sub-acute and long-term capacity.
- Continue efforts to recruit personnel from our diverse community particularly as vacancies and opportunities surface in leadership positions.
- Expand service delivery systems and improve access to care so as to increase size of local market share and the number of covered lives in our network.
- Expand continuous quality improvement efforts so as to exceed the expectations of our patients while reducing costs through productivity improvements and insuring care is in the most appropriate setting.

#### 1994 Accomplishments:

- Completed fourth consecutive year at The Cambridge Hospital with a surplus; the net worth of the hospital has increased from \$12 million in FY87 to more than \$62 million in FY94. Ambulatory visits have increased from 104,000 to more than 220,000 visits during this period.
- Increased with new or expanded programs the vast array of health services at the Hospital, Neville Manor and throughout the community particularly in the area of outreach services, services to women and children, men of color, the mentally ill and addicted, nutrition, breast health, and in health-promotion and disease prevention.
- Hospital leaders were actively involved in national reform debate and deliberations prior to its demise actively promoting universal access and protection for safety net hospitals.
- Leader and staff of Neville Manor and Hospital received state and national recognition for leadership, clinical, and research activities.
- Continued health status assessment activities of the Health Policy Board utilizing data to prioritize program development with solid progress made on top priorities.
- Achieved Neville Manor's best Department of Public Health survey result in many years affirming solid improvements made in resident care and rights in each of past four years.

- Substantial expansion and enhancement of physical occupational and speech rehabilitation therapy services of Neville Manor.
- Completed schematic design for new ambulatory care center and renovations to existing buildings.
- Commenced major reorganization effort aimed at integrating all elements of the department.
- Expanded public health initiatives made possible with significant new grant monies for enhanced school services, tobacco control, lead paint poisoning screening and home abatement, etc.
- Established the hospital as a model for strong collaboration among Governing Board, medical staff and other clinical leadership, and administrations with a singular focus on building a healthier community.
- Expanded activities of recently established physician-hospital organizations, Cambridge Hospital Professional Services Corporation a 501 (c)(3) not-for-profit affiliate of the Hospital. This corporation now services as an employment and contracting vehicles for Hospital physicians and has more than seventy (70) employees.
- Expanded and enhanced continuous quality improvement training for staff at all levels with ongoing workshops, studios and skill development

## CAPITAL IMPROVEMENTS

Over the past decade, the City has had a very aggressive capital improvements program. At the present time, there are fiscal constraints that make it difficult to maintain as aggressive a capital improvements program, particularly for pay-as-you-go funded projects. The focus over the next five years will be on the following projects, none of which will be supported by tax revenue:

- An appropriate and financially viable expansion of the Cambridge Hospital, to be supported by Hospital revenues and bond proceeds, the debt service of which will be paid by Hospital revenues;
- Sewer Separation Project, to be supported by sewer revenues and a State loan program;
- Replacement of the Water Treatment Plant, and major water main repair and replacement, to be supported by water revenues; and
- Street reconstruction, and other improvements to be supported by the Commonwealth's Chapter 90 and TIP funds.

### 1994 Accomplishments:

- Continued construction oversight of two major school capital improvement projects: the Agassiz and Haggerty Schools.
- Completed renovation of the clubhouse at golf course, funded with golf course revenues.
- Began construction of the Senior Center at 806 Massachusetts Avenue.
- Installed new automated irrigation system for the entire site at Danehy Park, and began a cycle of renovations of the soccer fields.
- Made systems and envelope improvements at Goldstar Pool.
- Began the urban design process for capital improvements to Central Square.
- Completed the feasibility study and initial design work for a youth center serving the East Cambridge and Wellington/Harrington neighborhoods.
- Completed the feasibility study for renovations to the Fitzgerald and Morse Schools.
- Completed improvements or renovations to Hoyt Field, Rafferty Park, Gannett/Warren Pals Park, and Glacken Field.

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