

ANNUAL REPORT

1988 - 1989



City of

CAMBRIDGE, MASSACHUSETTS

Front Cover Photo

Recycling volunteers assisting the public at St. Peter's field site.

The front cover and center section are dedicated to the City's recycling initiative which began in June of 1989 with the assistance of several citizen volunteers.

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CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139

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 City of Cambridge's Annual Report for the fiscal year beginning July 1, 1988 and ending June 30, 1989. This Report captures the excitement and progress that accurately depicts Cambridge as a city of vital importance in the forefront of educational, technical, and cultural creativity as well as a dynamic community with a proud past and a bright future.

This year, the City proudly celebrated the one hundredth anniversary of the laying of the Cornerstone of Cambridge City Hall. At the heart of City government, City Hall today houses Administrative, Executive, Mayor and City Council offices. It is also the site of weekly council meetings to direct civic affairs.

The financial and economic performance of the City continued to be strong. Both major credit rating agencies, Moody's Investors Service and Standard and Poor's Corporation, maintained the City's credit ratings at Aa and AA-. These high ratings enable the City to finance its aggressive capital improvement programs at a lower cost. The following were cited as contributing to the City's ratings: comfortable margin between the actual property tax levy and legal levy limits; a sound debt management plan; improved liquidity; and carefully managed investment practices. In addition, Cambridge takes pride in receiving the Certificate of Achievement for Excellence in Financial Reporting as well as the Distinguished Budget Presentation Award from the Government Finance Officers Association.

Cambridge has continued to be in the midst of an economic and cultural renaissance. The City endured to experience a period of dramatic growth fueled by its proximity to the Capital City, its education and training resource base which fully capitalize on the rich, human resources within the area, its Central location within New England and outstanding transportation network. To assure the retention and expansion of existing businesses and to offer start-up opportunities for new enterprises, the City continued to work with the business community, in order to create a harmonious environment for business investment.

Several capital improvement projects undertaken this year included: reconstruction of several streets and sidewalks in the City, construction of a 55 acre recreational facility on the site of the former city landfill and the construction of a pediatric psychiatry unit at the Cambridge Hospital, the renovation of the Porter Square Fire Station and the further acquisition of state of the art city-wide communication equipment

In recognition of the City's leadership in the revitalization of the East Cambridge Riverfront, the American Institute of Architects awarded its Citation for Excellence in Urban Design to the City of Cambridge for the East Cambridge Riverfront Plan.

Beyond bricks and mortar, Cambridge's economic development strategy focuses on improving the quality of life, preserving its natural surroundings, insuring the health and well-being of its residents, and offering a vital cultural and educational environment. This year, the City maintained its commitment to reach out to meet the needs of a growing homeless population by improving the quality of existing services at the multi-service center which provides a host of services including Emergency Assistance, food and shelter. The City also continued to provide a city-owned property for families and adolescents in transition operated by the YMCA. To improve the preservation of our natural environment, the City began a

volunteer program to recycle solid waste materials, namely bottles and paper. Citizen participation thus far has been very encouraging.

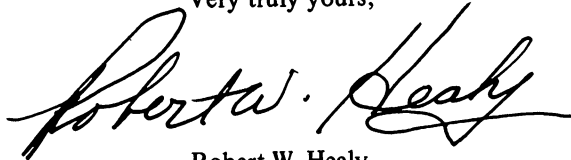
City open space improvements continued with the appropriation of \$1,355,000 for renovations to eight tot lots and parks throughout the City. The former city landfill was approved as a capped landfill by the State Department of Environmental Protection which awarded the City a \$500,000 capping grant. Phase I construction to convert the former dump into a 55 acre active/passive park continued with estimated completion to be in August 1990.

The City of Cambridge continues to be a leader in the provision of child care for its residents. Over three hundred children receive after-school and pre-school care in municipally operated programs which are financed through a combination of parent fees, State contracts and direct municipal support. In a recent survey conducted by the National League of Cities, it was found that "child care overshadows all other needs for city children by an overwhelming two-to-one margin." Cambridge has been, and continues to be, a model for municipal participation in child care.

The prudent approach that was followed during the boom years of the 80's has left the City in a strong fiscal position. However, as the level of economic growth subsided and state aid was substantially reduced, the future outlook in the 90's will require responsible fiscal policies and mutual cooperation, thus insuring residents of Cambridge a sustained high level of service delivery.

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

Very truly yours,

A handwritten signature in cursive script that reads "Robert W. Healy". The signature is written in black ink and is positioned above the printed name and title.

Robert W. Healy
City Manager

A GENERAL PROFILE OF THE CITY OF CAMBRIDGE

The City of Cambridge is located in Southeast Middlesex County across the Charles River from the City of Boston. The City is bordered by the Town of Watertown and Belmont on the West and the Town of Arlington and the City of Somerville on the North, and occupies a land area of 6.26 square miles. The City estimated population was 91,260 in 1988.

Cambridge, first settled in 1630 by a group from the Massachusetts Bay Company, was originally incorporated as a Town in 1636 and became a City in 1846. Since 1941, the City has had a council-manager form of government with nine City Councillors elected at large every two years.

Cambridge provides general governmental services for its citizens, including police and fire protection, collection and disposal of refuse, public education in grades kindergarten through twelve, a hospital, nursing home, city own water sources and supply, sewer services, parks and recreation, health and social services, libraries/cultural and maintenance of streets and highways.

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

- Cambridge residents live closely together; only five U.S. cities of population over 75,000 are more densely populated. (source: 1980 Bureau of Census)
- Cambridge is a city of 13 neighborhoods, ranging in population from 691 (Cambridge Highlands) to 14,823 (mid-Cambridge). Most neighborhoods have their own political and civic organizations. Residents often participate vocally in city policy debates. (source: 1980 Bureau of Census)
- Cambridge is diverse ethnically. Eighty-two percent (82%) of all residents are white; eleven percent (11%) are black, four percent (4%) are Asian and three percent (3%) are other races, including American Indian. Five percent (5%) of all citizens are of Hispanic background. Students from 64 nationalities attend public schools here; their families speak 46 different languages. (source: 1980 Bureau of Census)
- Median Family Income: \$17,845. Eleven percent (11%) of all Cambridge families have incomes below the poverty line. (source: 1980 U.S. Department of Commerce)
- Cambridge is a city of tenants. Seventy-seven percent (77%) of all households are rented; twenty-three percent (23%) are owned. Nearly ten percent (10%) of all homes are single family; thirty-seven percent (37%) contain 2-4 dwelling units; eleven percent (11%) have 5-8 units. The twenty-nine percent (29%) remaining are in apartments of 9 or more units. Twelve percent (12%) of all units are public or subsidized. (source: 1980 U.S. Department of Commerce)
- Over half of all local jobs are in services (54%); sixteen percent (16%) are in retail and wholesale trade; thirteen percent (13%) are in manufacturing; other major employees; government; finance, insurance and real estate; transportation. (source: 1980 U.S. Department of Commerce)
- Many Cambridge residents work in professional and managerial occupations (40%); another thirty-one percent (31%) work in technical, sales and clerical positions; thirteen percent (13%) work in service occupations; sixteen percent (16%) work in blue collar trades such as precision production, craft, repair and machine operation. (source: 1980 U.S. Department of Commerce)
- Housing costs have risen locally. The average price for a one-to-three family home in 1989 was \$326,000.00. (source: Assessors Office)
- Though famous for education, Cambridge was an industrial city. The first ladder factory in America was built here. Other factory "firsts": piano keys, reversible collars, waterproof hats, mechanical egg beaters and shock absorbers.
- Cambridge now is an innovator of new industries. Important high technology industries, many of them aided by MIT, include computer software, artificial intelligence and biotechnology.



**City Council
1988 - 1989**

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



**School Committee
1988 - 1989**

Above (row 1): Committee members are Henrietta Davis; Fred Fantini, Vice Chairman; Mayor Alfred Vellucci, Chairman; and James Rafferty. Row 2: Larry Weinstein, Frances Cooper and Timothy Toomey.

City Clerk

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

This office continues to improve the way in which vital records are stored, maintained and distributed. This office completed the restoration of the 1913 birth cards. This year we acquired new vault space which is being utilized for the retention of City Council records from the 1800 up to and including the present. Additionally, this year we have begun the utilization of a second vault for the central location and the retention of marriage records and business certificates. This work has required the indexing of these records and a chronological filing system of these records.

During fiscal year 1989, the City Clerk's Office anticipates the completion of the first phase of the General Ordinance Recodification for the period from 1972 up to and including 1987, as well as the arrival and implementation of new computer equipment, which will be utilized for the preparation and retrieval of City Council documents.

Licenses and Fees

Sporting licenses	\$ 10,640.25
Marriages	10,710.00
Sporting fees	435.30
Certified copies	72,360.07
Archery stamps	240.00
Waterfowl stamps	70.00
Duplicate licenses	12.00
Sales of Zoning Ordinances	9,870.00
Sale of General Ordinances	—
	<hr/>
	\$104,337.62

Recording and Fees

Mortgages	\$ 17,700.00
Business certificates	6,020.00
Business certificate withdrawals	145.00
Filing of zoning petition	1,050.00
Constable filing fee	800.00
Physician	10.00
	<hr/>
	\$ 25,725.00

Vital Statistics

Cambridge residents — Births in Cambridge	427
Non-residents — Births in Cambridge	1,510
Cambridge residents — Births Outside Cambridge	723
Intentions of Marriages filed	1,037
Marriages recorded	978
Deaths recorded	1,496
Delayed returns of births recorded	26
Affidavits of correction of births recorded	154
Instruments recorded	4,815

Law Department

As of June 30, 1989, the Law Department consisted of four full-time and two part-time attorneys, a law clerk, an investigator, an office manager and two clerical workers.

During FY89, the Department handled a wide variety of cases, including the following: civil rights, negligence, highway defects, zoning, contracts, eminent domain, parking, civil service, Appellate Tax Board, workers' compensation, employment discrimination and historical preservation.

In addition to the Department's present active caseload, there were 89 new cases filed against the City in fiscal year 1989.

Finance Department

Administration

The Assistant City Manager for Fiscal Affairs serves as the City's Finance Director. During FY89, the City continued to improve its strong financial position. Highlights of the fiscal year include:

- Received Excellence in Budgeting Award from the Government Finance Officers Association.
- Received Award of Financial Reporting Achievement from the Government Finance Officers Association for the City's FY88 Comprehensive Annual Financial Report.
- Completed the conversion to an automated tax title receivable system.
- Conducted a study of water/sewer rates, which resulted in the development of an increasing block rate structure to replace the existing flat rate. This new rate structure will encourage water conservation by billing small water users at lower rates and large water users at increasingly higher rates as consumption rises.

- Issued \$12 million in general obligation debt to finance various capital improvements.
- Completed an independent actuarial study of the City's retirement system.
- Implemented in-house payroll system, which will eventually result in the elimination of \$180,000 service bureau contract.

Revenue Division

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

Revenue Division employees issue bills, process receipts, issue refunds and provide account assistance to the public through an on-line, integrated accounts receivable system. This system provides immediate access via computer terminals to account information, including 15,000 water/sewer accounts, 16,000 real estate accounts, 2,500 personal property accounts, and 60,000 motor vehicle excise tax accounts. Nightly updating of all receivable accounts ensures access to the most up-to-date information. During FY89, an automated tax title processing system was implemented, and approximately 196 delinquent 1987 real estate accounts were transferred to tax title in order to secure the City's interest in the tax due.

Cash Management/Payroll Division

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

Because of the City's strong cash position, no revenue anticipation notes (RANs) were issued during FY88. RANs are issued when short-term borrowing is necessary in anticipation of real and personal tax revenues. The City issued \$12 million in long term debt in June of 1988 to finance various capital improvements.

Interest earnings generated from the investment of City cash totalled \$3.6 million for FY89. The following is a breakdown of interest earnings in the various funds:

Category	Amount
General Fund Cash	\$2,577,872
Traffic & Parking Fund	459,483
Debt Stabilization Fund	208,357

Health Claims Trust Fund	183,984
Trust Funds	190,271
TOTAL	\$3,619,967

Employee Pension Liability

During FY89, 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 valuation of the Contributory Retirement System's total actuarial liabilities, and to determine the funding requirements to fully fund accrued costs. According to the actuarial firm, the City's unfunded actuarial accrued liability is \$115 million as of January 1, 1988. During FY90, the City intends to adopt a 40 year plan to fund this accrued liability.

Health Claims Trust Fund

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

During FY89, an additional \$1,000,000 was transferred to the Health Claims Trust Fund. As a result of this transfer, as well as employee contributions for Blue Cross Blue Shield and fund interest earnings, the June 30, 1989 trust fund balance was \$4 million. It is anticipated that additional appropriations will be made during FY89 and that interest earnings will continue to accrue to the fund.

In-House Payroll System

During FY89, a conversion from service bureau provided payroll processing to in-house payroll processing was initiated. On July 1, 1989, all City departments except Hospital and Neville Manor were converted to the in-house payroll system. The Hospital and Neville Manor will be converted to the City's system in January 1990. The in-house system will track time and attendance for each employee, will allow for customized reporting and will result in a cost savings of approximately \$180,000 in service bureau fees when the full conversion is complete.

Budget

The four person staff is charged with the responsibility of coordinating the planning and implementation of the City's annual operating and capital budgets as well as the



Government Finance Officers Association presented the City of Cambridge the Award for Distinguished Budget Presentation for the FY89 City Budget.

preparation of the bond disclosure statements and other related materials for the June 1989 bond sale and the publication of the City's Annual Report.

This division continued to provide a variety of technical services both to the City departments as well as to many public agencies and private organizations. These services include assisting department heads and fiscal staff with the preparation and presentation of proposed budgets; insuring that city departments adhere to budgetary guidelines; providing assistance to the independent auditor in the preparation of audited financial statements; and completing a variety of public and private surveys concerning fiscal and budgetary policies and coordination.

During fiscal year 1989, the full automation of the City's budgetary system was successfully completed. This integrated system has enhanced the information flow among City departments and facilitated the retrieval of budgetary information.

For the third consecutive year, the budget division takes pride in accepting the Government Finance Officers Association Award for excellence in preparation of the annual operating and capital budgets for the fiscal year ending June 30, 1989.

Personnel

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

Several major projects to automate many of the Personnel procedures were undertaken and have involved most of our department staff this year. Collaborative efforts by Personnel, Data Processing and Payroll Departments resulted in the successful conversion of the City's payroll from a service bureau to an in-house system using automated personnel records as a data base. Additional applications under development using the same data base will reduce the time required to provide for improved quality and accessibility of personnel records. The improved reporting capacity available under the new system should also be of real value in the future for employee benefits management and health care cost control, budgeting, labor relations cost analysis, management of staffing and overtime requirements, and in numerous other applications.

Employment Services

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 provisions appointment to civil service positions.

Under a delegation arrangement with the Massachusetts Department of Personnel Administration, the Personnel Department maintains the local Labor Service registration system. Applications for positions in the Labor Service are processed, eligible lists are certified, and referrals are made directly to the hiring department. The first phase of a project to automate the Labor Service registration and referral system was completed this year. Completion of the data base and report functions in FY90 will provide increased efficiency and speed of response to applicants and City departments alike.

The department continued to participate for the third consecutive year the Minority Management Internship program. This year, the program funded on a part-time basis a graduate student from Lesley College. A student of Management Information Systems provided valuable assistance for our data processing projects while gaining practical experience in the operation of a municipal personnel department. The Internship Program, a successful joint venture involving the City, the Massachusetts Municipal Association and the Massachusetts Executive Office of Communities and Development provides an excellent opportunity to minority graduate students to gain experience in local government.

Employee Benefits & Training

The Employee Benefits & Training section administers health and life insurance programs for employees and retirees and coordinates employee training activities. Responsibilities

include monitoring the quality of services and management controls on insurance costs. Training resources and activities are provided in an effort to assist employees to enhance their skills and perform their jobs to the best of their ability.

During FY89, the City, in cooperation with the Employee's Advisory Committee on Insurance, offered employees US Health Care, a new HMO providing medical services through private physicians practicing in their own offices rather than in central medical facilities.

In cooperation with the Visiting Nurses Association, the City offered cholesterol screening and blood pressure exams to coincide with ongoing life style and healthy living workshops.

The City Council approved a recommendation to offer eligible retired employees the opportunity to increase their basic life insurance by \$3,000.

Employee Relations

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. In FY90, new three year contracts were negotiated with five unions and four employee groups agreed to one or two year extension of existing contracts.

The current contract with the Cambridge Police Patrol Officers Association provides for new management flexibility in shift assignment. This is expected to result in improved productivity for the Police Department.

A new loan/scholarship program for members of IPEA Local 195 is designed to encourage current employees to seek the formal training required to qualify them to fill technician and nursing positions within the Cambridge Hospital and the Neville Manor. This program will provide financial support for courses, books and matriculation fees in approved education programs for those making a commitment to continue employment with the City. It is hoped that the program, currently in development, will result in broader employment opportunities for current employees and will ease the current difficulty in staffing these positions because of shortages in qualified applicants.

Affirmative Action

The Affirmative Action office is charged with the responsibility of increasing the City's employment of minorities and women in proportion of their representation in the City's population, which is 20%.

At present, minorities represent 17% of the total full-time workforce, while 43% of City's personnel are women. In other than the full-time employees category, minorities represent 24% while women are at 50%.

FY89 goals will continue furthering the development and implementation of the City's Manager Minority Business Enterprise Program, which is aimed at ensuring that 10% or more of the City's contracting funds go to minority and women-owned businesses which have been certified by the State Office of Minority and Women Business Assistance (SOMBA).

During FY89, the City's Affirmative Action projected five year plan of goals and timetables will be initiated. Its goal is to increase minority and women participation in the City's workforce, where there has been an under utilization of their presence in each of the Equal Employment Opportunity-4 categories.

In addition, the office will continue to supplement the delegation of the labor force with local administration of the Civil Service Affirmative Action mechanism under the provisions of Chapter 778 of Acts of 1972 and/or under Par-10.

Assessors

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

During FY89, the City Manager implemented the administrative reorganization of the Assessing Department. The position of Director of Assessment was established, with the Director serving as Chairman of the Board of Assessors and as administrative head of the Assessing Department. The new Director started in August, 1988. This change in organization has led to improved efficiency, streamlined operations, and strengthened accountability.

During FY89, the Assessing Department's highest priority was collecting, measuring, and analyzing property data and developing models to bring all data to full valuation as of January 1, 1989. Certification of the new property values by the Department of Revenue is expected in early September, so that tax bills can be mailed out on schedule.

This is the third complete valuation achieved by the City since 1983 and the second using all City personnel. The exempt property file was updated to reflect 1989 values during this fiscal year. The new full value is 5.5 billion for the 1000 Cambridge properties exempt from taxation.

The Assessors resolved over 300 Appellate Tax Board cases during the year and had significant wins in the Hyatt Hotel case and condominium valuation case.

As a result of new construction, 328 million in new value was added to the tax rolls, generating new tax revenue of \$5.9 million.

The total value of taxable property in Cambridge for FY89 was \$7.3 billion.

	FY89 Value	Tax Rate
Commercial, Industrial, and Personal Property Value	\$2,943,475,000	\$20.06
Residential Value	\$4,384,371,000	\$ 9.23
Total Value	\$7,327,846,000	

Purchasing Department

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

During FY89, the Purchasing Department utilized a word processing system for bids, contracts and certain inter-office memoranda. This has allowed for revisions to be made to existing documents, for creation of new documents and printing of said documents in a camera-ready format. The ease of operation of the system permits the efficient and timely issuance of bids, contracts and correspondence.

The Purchasing Department has continued its efforts to work in conjunction with the State of Minority and Women's Business Assistance to promote participation of minority, women-owned, small and Cambridge-based businesses in the City's bidding process.

Encouraging City departments to issue blanket orders wherever possible continues to be a priority for the Purchasing Department. The central supplies storeroom, offering savings to all City departments on the most commonly used office items, is operated by the Purchasing Department. Another function of the department is the management of the sale of all surplus equipment, this enables City departments to obtain equipment at no cost. If no department desires surplus equipment, it is then offered for sale to the general public, creating a source of revenue.

Auditing

The ten person Auditing staff is charged with the responsibility of reconciling the City's cash and receivable system to the City's automated general ledger. During fiscal year 1989, the division audited and processed over 65,000 vendor vouchers and schedules as well as all purchase orders, payroll and vendor warrants generated by the City.

During Fiscal Year 1989, the auditing staff continued to assist in the conversion of City's computer system as it related to general ledger, accounts receivable, accounts payable and the payroll. The conversion has indeed expedited the efficiency and timely reconciliation of City reports and the flow of information from one department to another.

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 FY89, the Data Processing Department again made great strides towards its goal of implementing a computer system for the City that automates the functions of various departments while offering total systems integration, compatibility between applications and the accommodation of the necessary flow of data and information among City departments.

The City central computer now operates the following systems:

- A totally integrated financial system including general ledger, payroll, accounts/payables, investment management, purchasing, budgeting, cash receipts, automated activity of the Treasury cashiers' windows, and accounts/receivables of current and delinquent real estate taxes, personal property taxes, motor vehicle excise taxes, Police details, and water and sewer usage.
- A records and case management system for the Rent Control Board.
- Automation of many of the functions being performed by the Public Works Department, such as vehicle maintenance, complaint tracking, parts inventory, parks and recreation and cemetery records management.
- A records management system for the Cambridge Animal Commission.
- Automation of voter registration, State Census processing and the records management of the Election Commission and the City Clerk's Office.

In addition, a state of the art communications network was installed in FY89 in the new municipal administrative building, allowing fast access from every room in the new building to the City computer via fiber optic cable and DEC-NET/ethernet.

Also, in FY89, the computer system in the Revaluation Office of the Assessing Department was upgraded, in preparation for the next revaluation process.

The following departments are now making use of the City computer: Animal Commission, Assessing, Auditing, Budget, Cemetery, Community Development, Data Processing, Election Commission, Executive, Finance, Fire, Hospital, Human Services, Inspectional Services, Library, License Commission, Payroll, Personnel, Police, Public Works, Purchasing, Rent Control, School, Traffic and Parking, Treasury and Water.

Currently underway are the following projects:

- Records management systems for the Inspectional Services Department, License Commission, Retirement Office and Personnel Department.
- The integration of office automation, the use of micro-computers and the use of popular microsoftware such as WORDPERFECT and LOTUS 1-2-3 with the City computer.

Retirement System

The Cambridge Retirement System is administered by a three member Board, whose general powers and duties are outlined in Section 20, Chapter 32 of the Massachusetts General Laws.

The Retirement Board is assisted by an office staff of six, whose duties mainly consist of efficient recording and accounting of all the members' records.

As of December 31, 1988, there were 2,737 active members and 217 inactive members. In addition, there are 1,396 recipients of retirement allowances under the Contributory System and 201 under the Non-Contributory System.

As of December 31, 1988, the total Assets of the System were \$97,622,712.53, an increase of \$7,773,890.49 over 1987.

In addition to the computerization of retirement accounts and records, the Retirement Board will be distributing to each member of the system, a "Retirement Guide Booklet". This booklet contains general knowledge of retirement plus their rights and benefits as members.

The Retirement Board and Staff will be readily available to individual or group members to explain any questions that may arise from this booklet.

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.

During FY89, the print shop completed 1,750 printing requests, and produced approximately 1,650,000 sheets of paper and 475,000 envelopes. 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.

Records and Microfilm

The Records and Microfilm Department's three person staff is charged with the responsibility of records management for the City. The department's Records Manager coordinates the documentation, organization and consolidation of both temporary and permanent municipal records. The Records Manager is responsible for monitoring each department's adherence to the Secretary of State's retention schedule so that vital documents are retained and unnecessary documents are promptly discarded.

Approximately 500 cubic feet of obsolete records were destroyed in FY89. In addition, 1500 cubic feet of vital records will be catalogued and moved to more adequate storage facilities. Included in this number is a significant amount of records moved from the attic of City Hall to storage areas in the recently acquired municipal building at 831 Massachusetts Avenue. This move will facilitate the renovation of the City Hall attic into additional office and storage space in accordance to all fire and safety regulations.

During FY89 the Microfilm Department filmed, indexed and catalogued 225 individual rolls of film or 450,000 images. Funds were provided in the FY89 budget to purchase a new microfiche duplicator and jacket loader to better service those departments that prefer their microfilmed documents in fiche form (Treasury, Retirement, Police). Examples of documents which are filmed by the department included deed abstracts, purchase orders, hospital records, payroll records, municipal lien certificates, all checks issued or received by the City, and various Law Department documents.

Election Commission

The Cambridge Election Commission was established as a four-member Board comprised of two Democrats and two Republicans, who are appointed to staggered four-year terms by the City Manager from a list submitted by the City Committee of each party. The Board is responsible for supervising all municipal, state, and federal elections; conducting the annual City census; providing for voter registration; and since 1987, administering all municipal political campaign and finance reports.

Daily operations of the Election Commission, located on the third floor of the Municipal Building at 362 Green Street, are conducted by four full-time permanent staff members,

including an Executive Director, an Assistant Director, and two clerical support staff.

Annual Census

An unprecedented 93% of the City's households responded to the annual census in FY89 resulting in a total population of 72,058 persons over 17 years of age. Improved data collection techniques and streamlining of data entry procedures resulted in completion of the census and subsequent publication of the 1989 Street List and July 1st Voting List in record time.

Voter Registration

Extensive voter registration outreach by the Election Commission, stimulated by interest in 8,000 new registrations in the summer and early fall of FY89 for a total of 49,662 registered voters: 33,751 Democrats, 3,603 Republicans, and 12,308 Independents. Some 282 outside voter registration sessions were held: 172 in East Cambridge, Harvard, Central, and Porter Squares, as well as at three local supermarkets; 88 neighborhood sessions in each of the eleven wards; 17 petitioned sessions; and 5 shut-in sessions for nursing home residents and disabled persons.

Elections

Considerable effort was expended prior to the State primary and general elections in September and November of 1988 to establish polling places in the newly redistricted precincts that met the State requirements for handicapped accessibility. As of the November, 1988 election, the polling places for all 44 precincts were fully accessible to handicapped voters.

In the fall of FY89, the Commission supervised two elections and two recounts. A total of 9,610 ballots were cast in the September 1988 state primary, representing a turnout of 22% of the registered voters in the city. On September 28, a recount was held district wide for the contested Governor's Council race in Wards 7, 8, 9, and 10, which resulted in the winning candidate's maintaining his victory.

The General Election in November produced a voter turnout of 84% for a total vote cast of 41,975. On November 28, a recount was held of the votes cast in the eighteen precincts of the 28th State Representative District, resulting in a net gain of 21 votes for the winning candidate.

Arts Council

For 14 years, the Cambridge Arts Council has contributed to the strength of the community through its involvement in the arts. As the City's official cultural agency, we have provided over \$900,000 in FY89 in support of local cultural programming using \$200,000 of City funds and continued the tradition of presenting a unique variety of activities which were presented to larger and more diverse crowds than in any previous year.

The activities of the Arts Council in FY89 included:

- More than 90 projects, special events, programs and exhibitions.
- More than 5 permanent new artworks.
- Funding more than 400 artists and performers who participated in community projects and programs.
- Provided the City of Cambridge and its visitors with the benefits of a vital cultural community through viewings of Public Art, Cable Programming and events throughout the City in conjunction with the annual Cambridge River Festival.

In FY89, the Cambridge Arts Council accomplished the following:

- Received the Presidential Award for Design Excellence on the "Arts on the Line" program from the National Endowment; the Governor's Citation for managing the Arts Lottery Program; Boston Magazine's "Best of Boston" award for Paul Matisse's "Kendall Band" sound sculpture at Kendall Square which was installed as part of the Arts Council's "Arts on the Line" program; and the "Golden Slate Award" for "Arts on the Line."
- Assessed the current programmatic position in order to develop a multi-year plan of program goals, growth and expansion.
- Increased the base of funding prospects by working with the Fund Raising and Special Events Committees of the Council.
- Assessed the objectives of the Public Arts programs with the assistance of a public art consultant.
- Promoted staff professionalism through attendance at seminars, workshops and conferences.

Community Arts Program

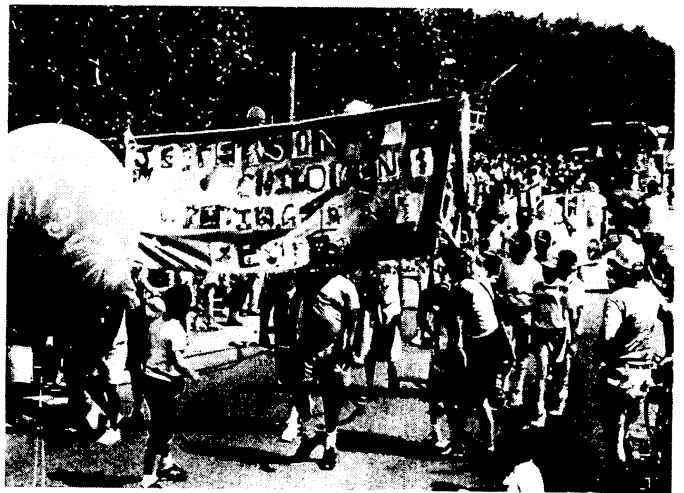
The Community Arts Program has continued to fund Cambridge artists to work with community groups, schools, libraries, and other city agencies on projects which encourage and enhance cultural education and development. The Cambridge Arts Council dispersed over \$58,000 in Massachusetts Arts Lottery Funds. Based on the Council's consistent excellence in administering our local Lottery program, the Arts Council was also awarded a contract from the Massachusetts Lottery Council to coordinate distribution of state lottery funds for 131 towns in the eastern sector of the Commonwealth. Grants were awarded on a competitive basis to fund major projects such as: the production of a magazine by the children who participate in the Jefferson Park Writing Center program, the Little Orchestra of Cambridge's free concert series, and the creation of a fabric sculpture which was the collaboration of Cambridge artists Linda Dehart and Mitchell Ryerson.

The Cambridge River Festival

The 13th annual Cambridge River Festival celebrated the cultural diversity of our community with stimulating public art, a wealth of music, and scores of performers. This year's Festival attracted the largest gathering of diverse spectators, who joined us to participate in three days of free entertainment which took place throughout the neighborhoods of our city. The Festival featured a "Mini Festival of Puppetry" including the famous Macri-Weil Sicilian Marionettes who performed at the Dante Alighiere Cultural Center, as well as several puppet performances held in Cambridge Schools including the Kennedy and Tobin schools, the 3rd Annual Lotus Cup Canoe Race, the traditional "Festival Day" Parade was the largest in the Festival's history and the addition of the Dance Stage and a Jazz Afternoon.



The Agbekor Drum Corp performed at this year's Caribbean Festival as part of the annual Cambridge River Festival.



Participants in the 13th Annual River festival parade.

Public Art

Cambridge's long established 1% for Art program enables us to continue the tradition of enhancing the community's parks and major public spaces.

In FY89 a new Director of Public Art and a Public Art Assistant were hired.

In 1977 artist Jeff Oberdorfer was awarded a grant from the Arts Council with which he transformed the rear wall of the Porter Square shopping center into a mirror of the neighborhood. Over the years, the mural has required restoring and occasional maintenance, various artists have even added to the existing painting. When neighbors saw what an improvement the additions made, they decided that they wanted to extend the mural to cover the remainder of the building backs. In FY89, a grant was approved by the Public Arts Committee for the "Saginaw Mural Extension Plan" and work is scheduled



Restoration and Extension of the Saginaw Avenue Mural.

to begin. The neighborhood's commitment to the mural has been an inspiring example of the role a community can play in its own beautification.

In an effort to better serve artists and our public, the Public Art Department has redesigned the Visual Art Slide Registry, data bank and artist review process and released the ART PLAN FY90 which includes information regarding the upcoming year's Public Art program. Artists from around the nation were encouraged to submit materials to the Slide Registry, or update those already on file, in order to be considered for the 1% commissions. The ART PLAN continues the tradition of keeping the community abreast of the Arts Council's innovative and ambitious Public Art plans.

Gallery 57/Performance Bank

Gallery 57

The Cambridge Arts Council is privileged to administer "Gallery 57" which features the work of visual artists who reside or work in Cambridge as well as exhibits sponsored by Cambridge organizations. The full schedule of changing exhibitions in the Gallery strive to reflect lively and significant works of art from a variety of approaches and aesthetics. The Arts Council continues to seek alternative exhibition space such as that in Au Bon Pain of Harvard Square which provides exhibitors with the opportunity to display art in conjunction with their Gallery 57 installation. Exhibitions this year included: "The Hundred Languages of Children" which traveled from northern Italy and represents the results of 20 years of innovation in early childhood education. The artists in this exhibit were pre-school children from Reggio Emilia, widely recognized throughout Europe as a center of educational innovation and the site of the highest quality public childcare system. Other displays included Claire Lissance's handmade paper collages and a photodocumentary exhibition of local news photographer Carolyn Hine's visit to Cambridge's Armenian sister city, Yerevan.

Performance Bank

Another aspect of the Art Council's outreach to our community is the Performance Bank. The Bank, which is maintained by the Council staff on an on-going basis, is a free listing service which provides community groups and other entertainment bookers with information on more than 500 performing artists. The Bank includes information on individual and group performers throughout the region. It is an invaluable resource for the Council's programs, and is accessible to the public and available upon request.

Special Projects

In FY89, the Cambridge Arts Council began publication of a quarterly **Newsletter**. Individuals, corporations, foundations, cultural organizations and educational institutions across the nation receive news of the Cambridge Arts Council's activities, plans, and intentions. Each edition of the **Newsletter** highlights a particular aspect of our programming and encourages support of our projects through contributions and attendance at our unrivaled activities. In FY90, this will be expanded to include a seasonal calendar of events sponsored by Cambridge arts institutions, agencies, and groups.

In recognition of the **3rd Annual National Arts Week**, as mandated by Congress, the Arts Council sponsored a variety of projects including William Short's photodocumentary exhibit of Vietnam Veterans, Ann Hyland's Ceramic Mural at the Cambridge Multi-Cultural Art Center and Linda Lichtman's new stained glass installations at the Miller's River Senior Housing. In conjunction with National Arts Week, a Benefit was held at Sanders Auditorium, featuring "The Capitol Steps," a musical, political satire troupe from Washington, DC. Held days before the Presidential elections, "Election Excitement '88" exceeded projected income figures and attracted a diverse crowd.

Continuing the Art Council's tradition of recognizing pioneers in the arts and facilitators of progress who have contributed to the development of the cultural quality of our Commonwealth, Speaker Thomas P. O'Neill, Jr. was awarded the 2nd Annual Arts Award presented by the Cambridge Arts Council. This award, presented during "Election Excitement", honors Speaker O'Neill's dedication and active participation in the completion of the Red Line Northwest Extension and that particular phase of "Arts on the Line," a Council administered program.

April 30 - May 5 was designated **Holocaust Memorial Week** by the United States Congress. The Cambridge Arts Council, as part of its role in the Memorial Week, commissioned an artist to create a poster announcing the week's activities throughout Cambridge commemorating the Holocaust. The theme of Cambridge's second annual remembrance was "Glimpses of a Vanished World," which provided the inspiration for Cambridge artist Judith Zeigler. Her poster does not depict the tragedies of the Holocaust, but rather evokes the idea that more than just lives were lost, that the culture of the people was also a victim.

As part of the **100th Anniversary Celebration** of the construction of Cambridge's City Hall, the Arts Council, working in conjunction with other City departments in facilitating the celebration, commissioned an artist to create a commemorative image of City Hall which appeared on several souvenir items.

Conclusion

The focus of the Cambridge Arts Council in FY89 and into FY90 remains to collaborate with other city agencies, individuals and artists through joint ventures which aim to improve the quality of life for our residents and visitors.

The Cambridge Arts Council continues its commitment to provide and foster a stimulating cultural environment which addresses the changing needs of our community.

Animal Commission

First established by ordinance in June of 1979, the Cambridge Animal Commission is entering its 10th year of service to the residents of Cambridge. The Animal Commission continues to provide and facilitate programs concerning animal control and welfare in the City of Cambridge.

In FY89, these programs accomplished the following objectives:

- Graduation of two Animal Control Officers from the first Animal Control Officers Academy, which was held at the Massachusetts Criminal Justice Training Center in Needham.
- The Animal Commission handled over 3,000 telephone calls concerning lost and found animals, injured animals, animal complaints, wildlife problems and reports concerning animal cruelty.
- The Commission provided Cambridge residents and their pets with a low cost (\$4.00/animal) Rabies Clinic.
- There were approximately 250 dogs picked up as strays by the Animal Control Officers; 80% of these dogs were returned to their owners; 17% of the dogs were placed with new owners.
- There were 427 violations of the City Ordinance No. 998, pertaining to dogs, issued in 1988. These citations resulted in a total \$5,820.00 in fines issued for FY89.

Failure to license	11%
Failure to restrain a dog	66%
Failure to remove dog waste	5%
Failure to display a license	18%

The Commission continues to provide access to low cost spay/neuter programs, a humane literature library, pet health care, responsible pet ownership and wildlife information.



Hazardous material incident at Green Street.

Fire

The Cambridge Fire Department was founded in 1832 by an act of the state legislature. The Fire Department is composed of the fire fighting division and this, in turn, is divided into Division I and Division II, with the dividing line being the Sullivan Square area. The fire fighting division is responsible for answering all emergency calls, such as fires, rescue calls, hazardous material incidents, water problems, lock-outs, lock-ins, electrical problems and gas leaks.

Training Division – is responsible for the overall training of all members within the department and it is the intent of the program that all training be uniform in nature. During fiscal year 1989, the training division was able to expand on its intensive training and education programs for all members through both classroom and field exercises. This expansion was supported by additional assistant training officer and continuous support from numerous members within the department. The subjects discussed consisted of the following: CPR, ground ladders, ventilation, 4-inch hose operations, inspection procedures, SARA title III, water rescue, and four-part series regarding hazardous materials. In addition to the above programs, the training division conducted in-depth



Working fire on a top floor of an apartment house at Massachusetts Avenue and Lee Street.

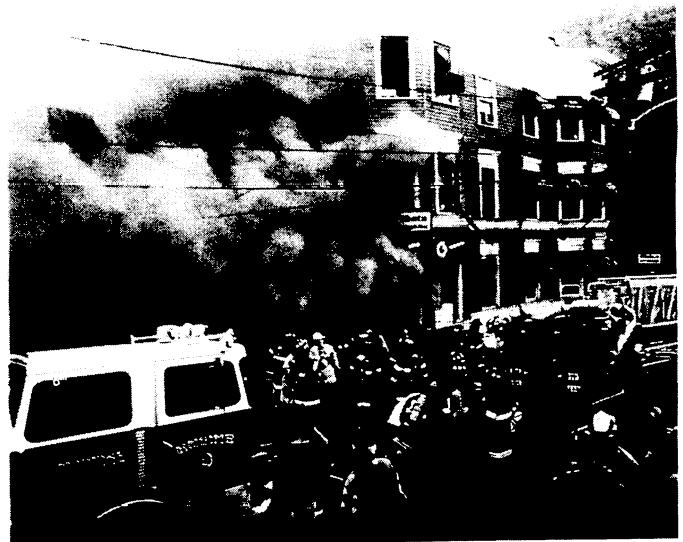
three programs including fire-part series for all members on S.C.B.A. (self-contained breathing apparatus); fire-part series on handling hazardous material incidents and the handling of fire emergencies in the Middlesex county jail.

Fire Prevention Bureau – is responsible for all the inspectional work carried on throughout the city. Some of the functions of the bureau include enforcement of the smoke detector laws, and the installation of sprinkler systems in high-rise buildings.

The following activities have been accomplished during 1988-89 fiscal year:

- Improved the department's record keeping system in the Fire Prevention Bureau via the use of a computer, which was purchased last year. The new record keeping system was put into effect in January of 1989.
- Worked on the compliance with the smoke detector law in regards to one and two family dwellings. This was accomplished by means of placing ads in various newspapers informing the citizens about who they may contact, within our department, in order to obtain information in regards to the installation of such detectors. This was a year-round program.

- A 1971 Maxim pumper was sent out to be refurbished. This will, hopefully, allow the department to obtain extra years of service from this vehicle. This will be a valuable asset for our department, particularly for use as a reserve piece of equipment. This work was completed in May of 1989.
- Fire Prevention Bureau worked with owners of high-rise buildings in regards to the installation of sprinkler systems in those places which must abide by the high-rise sprinkler law. This is an ongoing program conducted throughout the entire year.
- The department conducted a school program about "Fire Safety". Captain Lawrence Ferazani visited all schools of the first three grades to show films and speak to the children about fire safety. This program was done in conjunction with "Burger King" who supplied prizes to the children. This was conducted during the months of October and November 1989.
- In November of 1988, after being closed for one year, Engine Co. No. 6, located on River Street, was opened after undergoing extensive renovations.
- Several officers have attended the "Fire Officership" course conducted by the Massachusetts Fire Academy. This is a two-week basic preparation course followed by another two weeks of advanced preparation. This particular course continues on a year-round basis.
- The department placed a new 100' tractor-trailer aerial ladder into service in June of 1989. This unit



Four alarm fire at Elliot Street.

in service at Ladder Co. No. 3 located in Lafayette Square. This was certainly a welcome addition to our front-line fire vehicles.

The following are goals which we hope to accomplish in the 1989-90 fiscal year:

- The department will continue to work on bringing into compliance with the smoke detector law, all one and two-family dwellings. It is our intention to utilize the capabilities of "Public Service Announcements" via cable television. This would include an announcement on a quarterly basis.
- The department anticipates to receive numerous calls from the business community requesting assistance from our members in regards to public safety within their particular buildings. This year, we will strive to send members from our Fire Prevention Bureau out to visit the members of the business community to explain about fire safety and the problems which they could encounter, as well as methods of building evacuation. This will be a year-round program.
- The department is anticipating placing a new class of recruits to work. This will probably take place in February of 1990.
- The department is looking forward to sending a number of members to the "Hazardous Materials Tactical Course" at the National Fire Academy, Emmetsburg, Maryland. This consists of a two-week course which identifies safe procedures for hazardous materials incidents. The members attending the Academy will be chosen from among those who are assigned to our Hazardous Materials Unit. This program should be completed by May of 1990.
- The department looks forward to the continued replacement of old apparatus with new equipment. This program originated in 1984. This year it is our intention to bid out for a new pumper unit.
- The department will attempt to refurbish another 1971 Maxim pumper which should provide us with a few extra years of service and also can be used as a reserve piece of equipment in the event of a breakdown of our first line apparatus.
- The department anticipates that progress made towards major repairs to various stations will continue. Our major goal this fiscal year will be to complete major renovations to Fire Headquarters. This building was originally opened around 1935 and at the present time is in dire need of renovations.

DEPARTMENT RESPONSES

	FY87	FY88	FY89
Fire Duty & Other Service	6,311	5,998	5,936
Emergency Medical Service	2,403	3,971	4,914
False Alarms	1,801	881	920
Mutual Aid	218	183	164
Total	10,013	11,033	11,934

Police

Serious crime decreased in the City of Cambridge in calendar year 1988. When compared with the previous year, the City recorded a better than three percent decrease in calendar year 1988 in Part I crimes.

(Because of the seriousness and frequency of occurrence, eight offenses [murder, forcible rape, aggravated assault, robbery burglary, larceny, motor vehicle theft, and arson] comprise a crime index of Part I crimes and serve as an indicator of the locale's crime experience.)

In 1988 Part I crime index of 6,449 was a decrease when compared to last year's total of 6,653. Seven murders were recorded in the City compared to two in 1987. The number of motor vehicle thefts reported in the City increased (+2.0%) along with reports of aggravated assaults (+9.1%). Decreases were registered in forcible rape (-16.7%), robbery (-3.6%), burglary (-9.5%) and larceny (-3.2%).

Reported crimes have been steadily decreasing in the City of Cambridge since 1981. The exception to this trend was in 1987 which recorded a three percent increase. The total of 6,449 Part I crimes reported in 1988 was a decrease of almost 27% from a high of 8,813 in 1981.

	1986	1987	1988
Forcible Rape	31	36	30
Robbery	395	417	402
Aggravated Assault	304	340	371
Burglary	1,420	1,447	1,337
Larceny	3,029	3,229	3,127
M/V Theft	1,250	1,152	1,175
Murder	4	2	7
Total	6,433	6,653	6,449
		+3.4%	-3.1%

For the fiscal year ending June 30, 1989, the Cambridge Police Department consisted of 279 sworn officers (compared to 259 for the fiscal year 1988). In June, 1989, the Depart-

ment graduated 29 new officers from its Police Academy. The commencement exercise was held on the Cambridge Common.

On October 7, 1988, the following seven sergeants were promoted to the rank of Police Lieutenant: David J. Degou, Frank J. Galgay, Jr., Timothy J. Hogan, Richard Bongiorno, Thomas F. O'Connor, James C. Grady, and Timothy F. McCusker, Jr.

Of the total complement of sworn officers, 196 officers were assigned to the Uniformed Divisions (Day Patrol Operations, Night Patrol Operations, and Traffic Divisions). During calendar year 1988, the Uniformed Divisions issued a total of 13,104 moving violations and a total of 124,523 parking violations.

The entire Police Department was responsible for a total of 3,144 arrests during the year. A total of 3,867 motor vehicle accidents were reported throughout the City. This represents a decline of 14.3% when compared to the previous year.

The Cambridge Police Department is now in its third full year of operation with the "Officer Caring" program. "Officer Caring" is not your ordinary police officer. It is an Auxiliary Robotic Educational System (ARES) — in other words: a ROBOT.

In conjunction with the Cambridge School Department, "Officer Caring", along with its humanoid operators, visit each of the City's 13 elementary schools each year. The program is designed to address the students in the areas of substance abuse, harmful peer pressure, danger of strangers, secret touching and a variety of other safety topics. The program has been modified for the 1989-90 school year to address 2nd, 3rd and 4th graders. Over the past twelve months "Officer Caring" has visited all of the Cambridge Public elementary schools and elementary schools in many surrounding communities.

During the past year, "Officer Caring" was invited to address the National Conference of Health Educators at the Hynes Convention Center, was featured on WNEV-TV Channel 7's "Ready to Go" program and has addressed six Safety Day programs in Cambridge and surrounding communities. The number of people that has been reached by "Officer Caring" is well into the thousands over the past year. The Cambridge Police Department is proud of the distinction of being the first Police Department in Massachusetts to purchase an ARES and has every intent on continuing the program for many years to come.

The Police Department, during FY89, continued its program of replacing all vehicles on an ongoing basis. During FY89, the Department purchased seven marked vehicles and five unmarked vehicles. This pattern of replacement will be repeated every year for marked vehicles and every other year for unmarked vehicles.

In FY89, the Police Department purchased 157 new Motorola SA3RE portable radios. In addition, the Department replaced all its mobile radios with new Motorola Syntors X-9000.

Traffic & Parking

The Traffic & Parking continued to attain its goals towards improving services to Cambridge residents through our various programs. The Department is responsible for managing traffic and parking on public ways, off-street parking lots and two parking garages.

The Resident Parking Program, one of the most popular in the City and which residents continually demand more enforcement for, was enhanced last year due to a stricter enforcement program along with adding more officers to the early evening shift. The Department in FY89 also made a strong effort to limit the number of Visitor Permits issued and checked the use of them through random checks in the field. The major concern was that the Visitor Permits were being abused and our random checks resulted in thousands of Visitor Permits being revoked.

A breakdown of the Resident Parking Program for FY89 is as follows:

Resident Stickers issued	35,326
Total revoked	18
Visitor Permits issued	63,333
Total revoked	2,595

Our Parking Meter management and maintenance program, a combined effort by parking meter repairmen who repair these meters and collect the coin, and our Parking Control Officers who enforce the law as well as report broken meters, continued to improve. The Parking Meter repairmen on a daily basis respond to complaints of jammed or inoperative meters. This is being done primarily due to our new radio communication system. This enables the Department to satisfy the parkers complaints of tickets being issued on a broken meter that same day we receive the complaint.

Parking Control Officers are still the prime deterrent to illegal parkers. They continue to ensure through their ticketing that everyone has a chance to park at a meter. The issuance of parking tickets for FY89 to vehicles who abuse short-term regulations constituted 44% of the total of parking tickets issued by the Department.

The Parking Control Officer Division is responsible for issuing tickets in all 30 parking violation categories. The Department's new radio system in operation the past Fiscal Year enables the supervisors to be in constant contact with the officers as well as the main office. At the present time some of our officers do not have radios, but our goal is to man every officer with a portable radio.

The upgrading of our computerized traffic control system continues to be one of the Department's high priorities. We have completed all of Massachusetts Avenue from the Cambridge Common to Alewife Brook Parkway. This means that we can now control the cycle length, split times and the

speed of vehicles using this street from the Master Computer at the Traffic Department office. This change has allowed us to cut down on the waiting time and the backups which in turn cuts down on gas consumption as well as emitting less pollutants in the air. The result of these changes can be observed by driving the Avenue as well as noticing that the number of reported accidents have decreased.

Traffic Signals were also installed at Huron Avenue and Holworthy Street, Brattle Street, and Fayerweather Street and Concord Avenue at the Neville Manor. We are also in the process of installing overhead warning beacons at Rindge Avenue and Yerxa Road and Core Street and Fifth Street.

The State D.P.W. is in the process of installing traffic signals at the intersection of Broadway and Lee Street. These are expected to be in operation by the start of the school year.

The Department continues to make traffic and parking studies. Last year the Department completed a comprehensive Traffic and Parking study on Huron Avenue from Concord Avenue to Fresh Pond Parkway. This study resulted in changes in parking, crosswalk locations, the installation of parking meters and the financing for the installation of Traffic Signals at the intersection of Lakewood Avenue and Huron Avenue.

Traffic studies were completed for the intersection of Broadway and Prospect Street with regards to the proposed development at this location. Studies were also completed for the intersection of Forest Street and Oxford Street which resulted in the proposed installation of an overhead warning beacon.

The Department is also in the process of completing our parking inventory as it pertains to the EPA's Clean Air Act of 1970.

Police Review and Advisory Board

The City of Cambridge Police Review and Advisory Board was created by City ordinance to provide timely, fair, and impartial investigations of complaints brought by individuals against police officers, or complaints by employees of the Police Department. The Board also provides for citizen participation in reviewing police department policies, practices, and procedures.

- Contacts have been made with the Cambridge TAB, Harvard Crimson, and Cambridge Chronicle, resulting in feature articles being published about the board and its functions. Continuing contact with these newspapers has ensured that important information about the board and its meetings has been published.

- An informational message about the Board was placed on Cambridge cable channel No. 37 for continuous coverage.
- Regular contract with community organizations and neighborhood associations has been made, providing them with information about the board and its function.
- Information about the board was presented on WODS Radio, FM 103.3, and the thirty minute show was aired on July 3rd, 1988.
- Excerpts from the 7/3/88 show on WODS Radio were aired on 103.3 FM on five consecutive days, July 11-15, 1988, at four different times each day; the information was presented as part of the feature entitled "60 Seconds."
- 50,000 Brochures were printed with information about the board and its function; a brochure was sent to each residence in the City, and the remainder were sent to community organizations, neighborhood associations, and city departments.
- Board staff spoke to the Maynard Neighborhood Council about the board and its function on October 17th, 1988 at the Maynard School.
- Board staff spoke about the board and its function on October 31, 1988 to a University of Massachusetts college class entitled "Community Involvement in Criminal Justice" at the Downtown Boston Campus.
- Information about the Board was presented on WHLB Radio, 95.3 FM, and the thirty minute show was aired on December 15, 1988.
- A thirty minute show about the board and its function was aired on WMJX, 106.7 FM, on March 26th, 1989; the same show was also aired on WMEX Radio, 1150 AM, on March 26th, 1989.
- The Cambridge Chronicle and Cambridge Tab presented information about the board's involvement with the updating of the Rules and Regulations for the Cambridge Police Department, along with a message seeking information and input from the public for this project.

The subpoena power of the Police Review and Advisory Board was challenged by the Patrolman's Association of the Cambridge Police Department. The board, with the assistance of the City Solicitor's Office, took legal action to enforce subpoenas in Superior Court. On September 13th, 1988, the

Middlesex Superior Court ruled that the board did indeed have the legal right to issue subpoenas, and that police officers must respond to these subpoenas.

The Executive Secretary for the board attended the convention for the International Association for Civilian Oversight of Law Enforcement, held on September 25th-28th, 1988. Mr. Golon attended seminars and received valuable information from civilian review boards representing cities and provinces from around the country and the world.

In February of 1989, the Board moved into a new office at 831 Massachusetts Avenue. This move provided the board with considerably more space, more professional quarters, easier access by the public, greater privacy for taking testimony, and a readily available location for holding board meetings.

The board initiated a series of meetings with Chief Paolillo, to discuss the rewriting and updating of the Rules and Regulations for the Police Department. As a result of these meetings, the board members and representatives from the Police Department formed an Operations Manual Committee. The committee began holding monthly meetings in March of 1988, and is currently actively involved in the project of updating the Rules and Regulations.

The Cambridge Police Review and Advisory Board made the following recommendations in fiscal year 1989:

- Per citizen complaint No. 88-3, the board recommended that the City Manager issue a written warning to the booking officer (allegation No. 4 of the complaint).
- Per citizen complaint No. 88-3, the board recommended that the City Manager issue a written warning to the Lieutenant that was on duty in charge of the Front Desk (allegation No. 5 of the complaint).
- Per citizen complaint No. 88-3, the board made a recommendation to the Chief of Police that all officers on the Cambridge Police Department receive greater training in the proper enforcement of Chapter 111B of the Massachusetts General Laws, the Protective Custody Law.
- Per citizen complaint No. 88-3, the board made a recommendation to the Chief of Police and the City Manager that all incident reports should be filled out in a more thorough and professional manner, and that the incident reports should include all information relevant to the incident.
- Per citizen complaint No. 88-9, the board made a recommendation to the Chief of Police that all bulletins be read aloud at roll-call for a period of at least one week or more.

- Per citizen complaint No. 88-9, the board made a recommendation to the Chief of Police that additional training be given to all officers on the Cambridge Police Department about conducting an investigation at a crime scene.
- Per citizen complaint No. 88-9, the board made a recommendation to the Chief of Police that additional training be given to all officers on the Cambridge Police Department about the proper treatment of victims of crimes.
- The board made a recommendation to the City Manager that he add two community members to the Operations Manual Committee.
- The board made a recommendation to the Chief of Police, asking that time be made available for board members to ride with police officers for a few hours to observe police work in Cambridge.

In fiscal year 1990, the board will seek to build upon the achievements of fiscal year 1989.

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.

All code inspectors from the Health and Building Departments are under supervision of the Commission of Inspectional Services.

This department is responsible for enforcement of all 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 in excess of one billion dollars in annual construction projects.

In addition, the department is self-supporting and collected close to one million dollars in revenue above budgeted operating costs for FY89. Departmental revenues has increased from \$248,000 (FY80) to \$2,994,818.50 in FY89.

Inspectional Services Department has been relocated to a newly renovated building at 831 Massachusetts Avenue. The move was made to provide the public with an easily accessible facility and provide inspectors and staff with a well organized unit, to better serve the public.

A computerized processing system has been placed on line and is expected to be fully operational by year's end.

Six inspectors have been fully trained and licensed in the area of asbestos abatement procedures.

A new Executive Assistant has been hired to organize, direct and enforce departmental objectives.

Item A

Number of Permits Issued

Building	1,590
Electrical	2,014
Gas	848
Plumbing	1,484
Certificates of Occupancy	265
Appeals Zoning Cases	200
Annual Builders Licenses	1,018
Special Builders Licenses	477
Milk License	514
	<hr/>
	8,410

Item B

Revenue

Building Permits	\$2,337,180.94
Certificate of Inspection	144,153.00
Plumbing Permits	75,062.00
Wiring Permits	77,022.63
Zoning Appeal Filing Fees	47,053.00
Certificate of Occupancy	30,551.00
Gas Permits	16,924.00
Builders Licenses (Annual)	8,870.00
Builders Licenses (Special)	2,589.00
Private Bridge Air Rights	7,846.00
Massage Establishments	7,450.00
Milk Licenses	11,467.25
Retail Food Certificates	11,115.50
Package Stores	4,850.00
Mobil Food Services	1,665.00
Food Handlers Alcohol/Non Alcohol	33,322.00
Retail/Wholesale Bakeries	847.00
Food Processors and Manufacturers	1,768.50
	<hr/>
	\$2,994,818.50

Item C

Estimated Other Activities

Plan Reviews Zoning Building	228
Fire Department Referrals	191
Court Hearings	777
Places of Assembly Inspected	2,120
Complaints Received	4,558
Special Reports	143
	<hr/>
	8,017

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 times that 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. FY89 was no exception with over \$1.2 million being collected. Licenses to sell and serve alcoholic beverages continue to be the largest revenue category for this commission. During FY89 the following license revenue was secured, by category:

License	FY89 Revenue
Alcoholic Beverages	\$664,080.00
Common Victualer	31,880.00
Innholder	5,720.00
Lodging House	147,027.00
Storage of Inflammables	126,033.00
Shops Sales	5,120.00
Hackney/Drivers	77,968.04
Motor Vehicle-Related	53,548.00
Entertainment & Sports Related	100,910.00
Miscellaneous Fees	3,525.00
Reproduction Fees	26.00
Hearing Fees	10,435.00
	<hr/>
Total	\$1,206,272.00

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. Civil investigators on the License Commission staff collected and updated routine data once a year on each license holder, verified compliance with special license conditions imposed on particular license holders, and collected objective data both as to license holders which are the subject of citizen's complaints and as to license applicants. These civil investigators also attended to those licensing matters which police officers cannot get to on account of numerous priority calls.

Also during FY89, the Civil Hackney Inspectors processed the paperwork for 248 cabs and approximately 700 members

of the cab industry, while the Hackney Police Officer acted as a spearhead enforcing all cab-related laws on the street.

During FY89, the Hackney Inspectors initiated the idea of going to senior citizen functions, senior citizen housing and social centers, in order to distribute elderly discount taxicab coupons, and in order to provide taxicab information. In these outreach efforts, the Hackney Inspectors invited members of the cab industry and staff from the Council on Aging to come along. During FY89, the License Commission's Budget provided all of the money which funds the elderly discount program.

During FY89, the License Commission continued to study the Cambridge taxicab industry in cooperation with the Police Department, Fire Department, Traffic & Parking Department, Council on Aging, Commission on Handicapped Persons, Consumer's Council, the Cambridge Chamber of Commerce, Combined Cambridge Businesses, 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 Cambridge Taxicab Association (CTA), and Cambridge's cab radio services. Some (30) persons from the above-named agencies and groups constitute the Cambridge Taxicab Advisory Committee (CTAC), meeting extensively in an attempt to reach a consensus. The twin goals sought to be secured by CTAC are: (1) reasonable cab service for Cambridge residents and businesses, and (2) reasonable profit for members of the Cambridge cab industry. Pursuant to a City Council resolution, the City Manager retained three taxicab consultants to assist the City in determining how many taxicab licenses should be issued by the City. Also, effective July 1, 1989, the State Legislature approved the City's Home Rule Petition empowering the License Commission to assess an administrative fine up to \$300 for a violation of a cab-related law. Further, the License Commission's Hackney Division and the CTA during FY89 jointly prepared a Flat Rate Manual for use by a cab driver taking a fare to an outlying suburb.

During FY89, the License Commission continued to implement its expressed policy goal of only allowing that level of business licensing and economic development which is consistent with the predominant character 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, this policy means that no new license is to be granted if that license would harm the tranquility, peace and quiet of a predominately residential area, and existing licensees must operate so as to avoid harming the tranquility, peace and quiet of predominately residential areas. Still, the License Commission also respected the legitimate expectations of businesses operating in a business area.

In support of this general policy, the Commission made no exceptions to its cap policies limiting the number of liquor licenses in seven delineated "cap" areas; six "cap" areas are located along Massachusetts Avenue from Lafayette Square to Alewife Brook Parkway and the seventh "cap" area is in Inman Square.

During FY89, the Commission continued to work 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. As a result, two detailed out-of-court settlements, signed by the City and these developers were implemented. Also during FY89, conditional garage licenses were approved; (1) for the One Kendall Square Project subject to cooperation with the Traffic & Parking Director, and (2) for the Cambridge Center development in Kendall Square. The Commission also worked closely with the City Manager and other city departments on a detailed plan for establishing a general city policy relative to regulating business developments.

During FY89, the Commission, in conjunction with noise control engineers, continued its study into the formulation of new regulations relative to specifying allowable sound and vibration levels which emanate from licensed premises. Commission staff members were also asked by the City Manager and the Police Chief to assist in measuring allegedly noisy sound levels emanating from unlicensed premises. In furtherance of the Commission's policy of reducing noise in the area of Brookline and Green Streets, the liquor license at 11 Brookline Street was allowed to transfer to Sydney Street in the University Park development]

In furtherance of its citywide neutrality between businesses and residents, the Commission 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.

During FY89, the License Commission adopted a strong "no tolerance" policy with regard to illegal drugs on licensed premises. Where illegal drugs were found for the first time on licensed premises without any provable negligence or involvement on the management's part, strong warnings were issued with orders to stop drugs on the premises. There were two drug cases involving liquor licenses as "2nd time" offenders — one liquor licensee had its license revoked and the other liquor licensee received a 30-day suspension.

During FY89 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 resident groups as to how the Commission may assist in successfully resolving pressing problems.

- Active solicitation of opinions from business and resident group 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 the 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 also continued to formalize a network of licensing officials nationwide and statewide, so as to facilitate the exchange of licensing information and ideas in problem areas.

The License Commission 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. During FY89 the Commission staff relocated to greater space at 831 Massachusetts Avenue, and (4) computer work stations were set up for use by the staff.

During FY89, plans were formulated to implement the following during FY90:

- Improved coordination with 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 the Commission.
- On-site visits to each licensed premise to update data.
- Faster responses by Commission personnel as to requests for information and services.

- Continued implementation of proposals made by the Taxicab Advisory Committee.
- Logical organization of cab-related data within the data processing system so as to facilitate quick access to all of this information.
- Work to regain the licensing power to set occupancy levels in a nightclub, following an analysis of the area in which the nightclub is located. (A general statute passed in July 1988 took away this power from all liquor licensing authorities).
- Continue to fund the elderly discount taxicab program and continue to do senior-oriented educational outreach programs about taxicabs.
- Work with other city departments, Cambridge businesses, and Cambridge residents to reduce the presence of illegal drugs on licensed premises.

Consumer Council

The Consumer Council is located within the License Commission's budget, with the License Commission Chair acting ex-officio as a member of the Consumer's Council.

The City, in partnership with the Attorney General's Office, funds the Consumer Council Office to provide complaint resolution service to Cambridge residents with consumer problems involving car sales or service, home improvement work, retail sales transactions, etc. The Attorney General's Office during FY89 awarded the Consumer Council a grant of \$20,280, in order, to promote local complaint resolution. The work of the Council staff also includes conducting educational workshops, providing informational pamphlets and offering self-help advice.

In FY89, over 1,500 phone inquiries were handled, 705 written complaints were received and all were brought to conclusion. Nearly \$189,297 were saved or refunded to consumers. In addition to the two paid staff members, several citizens contributed over 1,000 hours of volunteer service. In FY89 funding in the amount of \$3,500 continued for a second year from the Older Americans Act (Title IIIb) setting a focus on assisting the elderly consumer of Cambridge.

The Cambridge Consumers' Council played a significant role during FY89 in the Attorney General investigation of the new health club chain in the area - Holiday Health Spa, and the probe by the U.S. Justice Department regarding allegations of racial discrimination. Both efforts led to major out of court settlement agreements benefitting thousands of consumers.

During FY89, the Consumer Council staff relocated to the newly refurbished building at 831 Massachusetts Avenue; this new location, being on Massachusetts Avenue in Central

Square, allows more accessibility for those who wish to come to the Consumer Office in person. Also, one computer work station was set up in the Consumer Office for staff use.

Wire or cordage	2
Gasoline pumps	451
Unit Price inspections	60
Peddler's License inspections	24
Fuel oil certificates	74
Miscellaneous inspections	193
Inspections for commodities put up for sale	4,988
Sealing fees collected	\$9,632

Weights & Measures

Weights and Measures is responsible 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 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 test, 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.

In 1974, food sales were running at the rate of 3 billion dollars per year. It is reasonable to assume that the rate of inflation has brought that figure today to approximately 9 billion in Massachusetts. The sales of meat, poultry and fish account for 36% of the food dollar. This amounts to slightly over 3 billion dollars spent on this category alone. Likewise, fruits and vegetables account for 17% of the food dollar which amounts to a figure in the order of 1 billion five hundred million dollars. The sale of motor fuel in Massachusetts is an astounding two hundred million gallons per year. At an average price of a dollar per gallon, we are spending approximately two hundred million dollars for gasoline. With a population of 80,000, Cambridge makes up 1.4% of the consumers in Massachusetts. The total sales figures amount to nine billion and two hundred million dollars. It is evidently clear from these analysis that the impact of 1 or 2 percent error would have if the weighing or measuring devices were not accurate or did not conform to legal standards.

The following devices were tested and sealed during fiscal year 1989:

Scales sealed	637
Scales adjusted	14
Scales condemned	5
Weights sealed:	
Avoirdupois	306
Metric & Troy	280
Apothecary	230
Taxi meters	355
Vehicle tanks	33
Cloth measures	2

Electrical

The Electrical Department is responsible for providing several major functions to all City departments, public places and private sector. There are six interdependent divisions providing the following services: electrical construction and maintenance, signal maintenance, radio communication, telecommunications, emergency fire and medical dispatch and street lighting.

During FY89, the department continued to provide the following services.

Signal Maintenance:

Extended the municipal fire alarm system to protect new and renovated buildings encompassing various areas throughout the city, and testing of fire alarm systems in city-owned buildings and schools.

Radio Communications:

The installation of the city-wide radio system is progressing and will be completed in October of 1989. Additional equipment and improvements were also made to the police department's radio system.

Emergency Fire and Medical Dispatch:

The fire alarm office transmitted 11,955 calls for fire, medical and hazmat emergencies, and also received an average of 1000 calls per week in non-emergency related calls.

Tele-Communications:

Coordinated an average of 800 calls for telephone repairs from various departments and installed new telephone service for Human Services at 19 Brookline Street, and the Michael Lombardi Municipal Building at 831 Massachusetts Avenue.

Electrical Construction:

Assisted in coordinating and installing electrical wiring devices in the Michael Lombardi Municipal Building, offices

in City Hall, City Hall Annex, the Roman Cauffman Building and Public Works Department.

This division also installed or assisted in the installation of lighting in outdoor areas such as Gore Street Park, Charles Street Park, Agassiz Tot Lot, King School Tot Lot, and maintains approximately 1000 street lights.

Street Lighting:

Relamping of the street lights is continuing and will be completed in FY90. Several streets have been converted to High Pressure Sodium lighting, especially in the area 4 neighborhood. The conversion allows for an increase in lighting while maintaining the street light budget.

Emergency Management

The Cambridge Emergency Management Department is the successor to the former Civil Defense Department. The name was changed to reflect major change being made in emphasis taking place in both the Massachusetts Civil Defense Agency and the Federal Emergency Management Agency. These agencies have moved away from preparation for the hazards of nuclear war and are 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 59 entities in Cambridge licensed to possess and use radio-nuclides; these licenses include two Special Nuclear Material licenses and a nuclear reactor of five megawatt capacity. There are also 21 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 license and permit data from 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 of 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 emergency plan required by SARA has been filed with the state and incorporated into the Cambridge Comprehensive Emergency Management

Plan, and will be updated as additional facilities file the required SARA inventories.

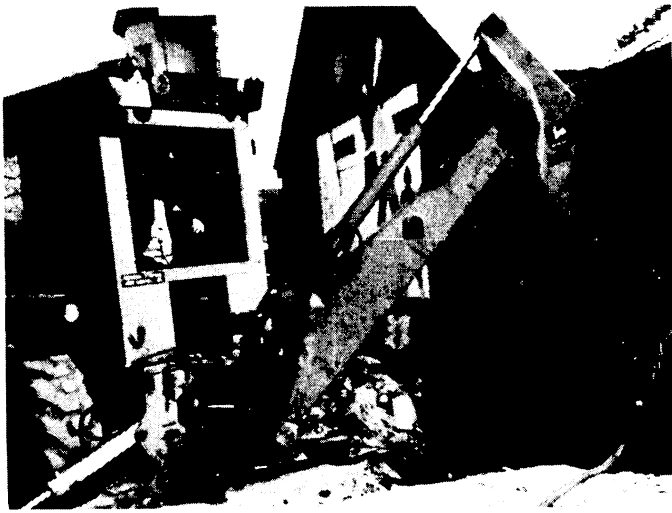
The ability of the City to cope with hazardous material incidents has been enhanced by the installation of a system of personal computers linking Emergency Management Department, Fire Department, Fire Alarm Office and Health Department. This computer system was financed in part, with Federal Emergency Management Agency funds, and contains a database of the SARA inventories and material safety data sheets utilizing TOXIC ALERT software. It also contains the NOAA CAMEO hazmat database, which was obtained from NOAA without cost, and the CHEMS hazard assessment program which was provided by the Arthur D. Little Co. without cost. These programs 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 a variety of information, including NOAA weather data on line 24 hours a day. All units can access the CHEMTREC data bank for chemical information relating to material spill emergencies.

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

Public Works

The Department of Public Works, more affectionately known by its jaunty logo as "The Works," is the premier problem solving agency in the city. Equipped with a fleet of over 150 vehicles, hand-held equipment of all kinds, a battery of tools and work devices, and spearheaded by an experienced and knowledgeable work force, the Department is at the forefront when something in the city needs equipment, tools and good muscle power. Covering everything from potholes to snow removal, from trash removal to the carting of dead animals, from finding driver's keys in storm drains to unclogging sanitary sewers, from planning street and sidewalk improvements to cutting dead trees, the Department, not surprisingly, receives an average of 220 calls a day. In order to manage this heavy workload, the Department is divided into ten functional units: Administration, Engineering, Construction, Sanitation, Snow and Ice Control, Parks and Forestry, Cemetery, Public Buildings, Vehicle Maintenance and the off-hour service.

When the temperature falls, the storm watch calls — or so it happens at Public Works. The advent of the winter season brings on a hustle of activity as salt and sand spreaders are made ready, street plows put in top condition, and the season's upcoming drama of "A Winter's Tale" begins. Last winter the elements gave us a reprieve with very little snow but enough sleet and moderately slippery conditions to make necessary a dozen appearances of our "flying snow crews" for salting and sanding. Fortunately, it was not necessary to



Beginning the renovation of Willis David Moore Youth Center (formerly Hoyt Center) will open in Spring, 1990.

call in the contract plowing crews. Timely forecasting by the city's weather service helped in keeping down overtime and holding off these expensive ventures until absolutely necessary. However, no one believes that snow has vanished from New England and the Department, providing for the future, replaced two material spreading units, including two new five-yard trucks and a brace for six new plows. In addition, the Vehicle Maintenance Division built five snow plow dollies based on an original design that will greatly facilitate the hooking up of plows — when the big snow comes around again.

The Department's sanitation efforts center on the collection of solid waste, using twelve rubbish packers manned by a crew of three each, together with a supervisory structure of highway and working foreman. Our collections this year amounted to just under 44,000 tons which is carted to the

East Cambridge BFI Transfer Station, where it cost \$70 a ton to rid ourselves of the stuff. The Department continued the spring time cleanup which netted some 300 tons of trash, rubbish and waste hidden in the dark recesses of cellars and attics throughout the city. While the State's proposed Regional Recycling Center flounders amid siting problems, the Department, in cooperation with a group of concerned citizens who formed a very active City Recycling Committee, took the initiative and supports a monthly recycling operation. Beginning in June, the recycling venture has established two pick-up sites — off Sherman Street near St. Peter's field and the DPW Yard at 147 Hampshire Street. Supported by enthusiastic volunteers the recycling effort in Cambridge has taken off.

The street sweeping program runs from April to November and is a fixed necessity in the minds of most Cantabridgians. Under a contract, awarded through public bids, two sweepers give each residential street an average of eight cleansings each year while doing the major squares seven days a week. Notice of the sweeping scheduled is given to all residents applying for their residential stickers in November (along with a snow plowing and towing pamphlet) and is mailed to every residence in the spring. The schedule is also reprinted in the local weekly paper. A special program of sidewalk sweeping was inaugurated this year with the purchase of five sidewalk vacuum cleaners, or "billygoats." These have been deployed in Harvard and Central Square and in other city squares and commercial areas as needed. They have enormously increased the coverage of the hand sweepers. The only problem is the noise level which is being worked on by the vehicle maintenance shop which hopes to develop a new muffler that will deaden the sound without decreasing the cleansing power.

Cambridge's street sweeping program holds a unique place in public works administration in Massachusetts; being one of the most successfully administered urban sweeping programs that combines a scheduled towing and sweeping effort all in one. The Department has given special tours to



Grinding out the old surface: Cambridge Street.



Overlaying the new surface: Cambridge Street.



Sidewalks, Curbs & Street Improvement at Royal Avenue.

officials from other cities and towns to show the perfection of its system. While street sweeping aims primarily at keeping urban streets as clean as possible for health, sanitation, and good appearance, it is also an important part of the sewer maintenance program since a rigorous and regular street sweeping program keeps the debris collected from being otherwise dumped into the sewer system where its presence would raise additional havoc with flooded streets and cellars.

The construction division provides a wide scope of services which are in constant demand by Cambridge householders. A sample of its gamut of response includes street and sidewalk repair, resetting of granite curbs, filling pot holes, installing curb cuts and the nearly constant provision of support services to all other city departments. During the year just passed, the division installed 74 curb cuts, used some 550 tons of asphalt and another 400 cubic yards of concrete in the repair of street, sidewalks and other public ways. Over 200 water cuts were repaired through a contract administered by the division, and an additional 65 street depressions were corrected through the use of "infra-red" patching under a separate contract. The division also issued 1,465 permits for street openings, street obstructions and the temporary use of construction dumpsters. The division, in cooperation with the Commissioner's Office, has developed a standard street opening policy which has been submitted to the Pole and Conduit Commission. If adopted, the policy will be a significant step forward protecting Cambridge streets from the ravages of uncontrolled street cuts and openings.

When the city experiences a prolonged series of rainy days, or great gushes of heavenly dew in a short time, the Department's Sewer Division is roused from bed and pushed into action. In the year covered by this report, the Sewer Division responded to 217 emergency calls and logged over 3,000 hours of overtime. At the same time its maintenance crews cleaned 1,700 catch basins, its efforts aided by the timely addition of another cleaning machine. Since the division is



Cleaning, TV-ing ancient sewer lines at Warren Street.

small by comparison with other units housed in The Works, much of its large-scale repair and cleaning is done by contract. The division oversees a sewer cleaning and TV inspection contract along with an emergency repair contract for the repair of collapsed sewer lines and broken catch basins. Planning was initiated for an additional contract to repair selected lengths in the miles of older and rapidly deteriorating sewer lines. At the same time the division's principal consultant put the final touches on the detailed design and specifications of Phase VI of the city's long-term sewer rejuvenation project which will make a significant contribution toward solving the problem of combined sewer outfalls into the Charles as well as relieving major flooding in parts of Cambridge.

Not the least of the division's accomplishments was the installation of a sewer outfall monitoring program in response to the requirements of the Massachusetts Water Resources Authority and the EPA. At a cost of nearly \$70,000 the division installed separate computers in twelve outfall manholes which give five-minute readings of the volume and velocity of the outfalls which in turn is correlated with a computerized rain gauge. Data is fed into a computer at the division which then reads the data and determines the volume and velocity of the outfall, particularly in heavy storms. Cambridge is the first city in the region to install this state-of-the-art system.

The City Architect, working in conjunction with the Supervisor of Buildings and Construction, and with the Building Maintenance and Operations Division, guides the selection of projects, architects and other technical assistance in the construction and reconstruction of city buildings. The long-term asbestos removal program continued along with the completion of plumbing renovations in the Police Department's cell block, the beginning of remodeling in the Election Commission, the conclusion of reconstruction on the River Street Fire Station, the North Cambridge Senior Center, the

Lombardi Municipal Building, and the installation of snow guards on the roof of City Hall. Over \$5,000,000 in construction bids were awarded this year.

The building maintenance and operations divisions provides general services support to some 50 city properties, including City Hall, the two annexes on Inman Street, fire stations, the public works garage, Neville Manor, 105 Windsor Street and the Blouin Building to name just a few. The division mobilizes custodians on the day and evening shift and a variety of support skills from painters to plumbers, from carpenters to roofers, from sign painting artists to fledgling space planners. The division also responded to over 600 individual and departmental requests for regular and emergency service throughout the city. This division also provides continuing support to various public functions such as Octoberfest, the Linski Road Race and Riverfest. Last year twenty-two special events received division support, logging over 450 hours of overtime. Employees working out of the Department's building center placed over 5,000 no parking and other regulatory signs in conjunction with street and sidewalk construction carried on throughout the city.

The division, in cooperation with the Department's in-house computer manager, ventured into new territory with the startup of a computerized tracking system which records repairs and reconstruction activities on city buildings and property. This embodies a main goal of the division: to organize its work more efficiently and apply modern methods in building cost accounting and control.

The Department's vehicle maintenance division is a key player in keeping The Works at its public service best. Its mechanics, skilled laborers, lubricators, welders and tiremen maintain a demanding fleet of well over one hundred vehicles or motor driven equipment. Some 1,400 repairs were logged to 121 vehicles including major overhauls and reconstruction of trucks, back hoes, salt spreaders and garbage packers. The division manages the Department's vehicle replacement program which spent \$273,000 for two rubbish trucks, eight plows, two 9-yard trucks, including material spreaders. At the same time, the division installed a new sophisticated computerized fuel management system that not only keeps accurate records on inter-departmental gas usage, but also exchanges its records with the vehicle maintenance computer program. This in turn enables the Department to keep accurate records on per mile effectiveness of its motor fleet.

The Cambridge City Cemetery moved ahead in a number of areas of improvement. The long-awaited construction on the retaining wall along Coolidge Avenue began which, when completed, will not only shore up the support along the avenue but will add new fencing, curbs, sidewalks and barriers to a once deteriorated section of the cemetery. Fencing near the veterans' gravesite was restored and the office building underwent a much needed remodeling. The division also received delivery on a special trimmer to aid in the maintenance of the markers of the veterans' burial area. A dozen new trees were added to the landscape. With the cooperation of the City's data processing group, a computerized record system

was started which will store current records and by which, over time, the complete burial records of the cemetery will be computerized. As activity, the cemetery sold 143 lots, had 495 burials, including the addition of 242 perpetual care units and collected \$253,000 in revenue. The cemetery now holds nearly 86,000 internments.

The Division of Engineering supports a variety of activities for the department and for many other city agencies among which are the following: MWRA sewer permits, dewatering activities. At the same time, personnel in the division work closely with the Assessor's Office and the city's Zoning and Development staff in matters of plan corrections and land court details. The division plays a key role in the city's construction program by developing standard specifications, analyzing bids, providing field inspection of all projects and keeping close surveillance of all contractors to insure that specifications are met and contracts fulfilled. The division applies similar oversight to the state funded Chapter 90 street improvements program. Under its supervision and in cooperation with the Superintendent of Streets, work was begun or completed on thirty-eight separate locations, including Appian Way, Bigelow, Cushing, The Normandies, Tremont, Vassal Lane, Wood, Cambridge, Sherman, Willard, Ellery, St. Mary's, Allston, Pleasant, Harris, Rindge and many more. Five additional streets were paved curb to curb through utility contributions when permanent patching was waived to encourage the construction of a complete surface: Quincy, Bay State, Garden, Hingham, Banks, Massachusetts Avenue and Chauncy/Everett intersection, Fifth Street. The total value of these constructions was over a million dollars. In addition, handicap ramps at 43 locations were installed at a cost of \$250,000.

The upkeep and maintenance of one hundred parks, tot lots and playgrounds, as well as the thousands of shade trees that populate Cambridge, are the responsibility of the Parks and Forestry Division. Substantial progress was made during the year in reorganizing the division's working posture and in revamping its organization to upgrade operations in this crucial service area. The contracts for the maintenance of about twenty of the large parks were revised and rebid to provide more detailed specifications on the services given and to improve accountability. This was a result of the final recommendations and report made by the Park Management Study, commissioned a year ago with funds received from the National Park Service. The report also provided a blueprint for a better organization of the division and work supervision which was implemented during the year. Also recommended was the appointment of a city arborist which was implemented through the creation of the position followed by a thorough recruitment and selection process which resulted in the appointment of the first professional city arborist in the division's history. The arborist will begin work in the next fiscal year. The division cooperated with the Department of Community Development in the reconstruction of Paine, Sleeper and Gore Park and did extensive preparatory work on Alberico and Lopez Park. A large portion of Russell Field was resodded

during the year and significant alterations, including the expansion of the office, were made at the Division's office at 284 Broadway. Plans were also developed for the replacement of the fencing around Donnelly Field in East Cambridge.

The Department was busy in other areas as well. Early in the Spring, the Department was a host to Ms. Regine Laundon, an inspecting engineer with the City of Paris' Department of Sanitation, who spent nearly two weeks examining the Department's clean up and collection efforts and gave excellent recommendations on new procedures, public education and the use of newly developed mechanical devices used by Paris. She also met with a dozen neighborhood and community groups and talked with the School Board on the education of children in keeping the city clean. The visit was sponsored by contributions of business organizations within the city.

As part of an ongoing training emphasis, ten middle management personnel completed an extensive classroom and correspondence course in the "Management Association and the American Public Works Association.

Under its administrative thrust, the Department has now installed a series of computerized management systems that have contributed to an upgrade in many of its operations: vehicle maintenance, building and grounds operations, combined sewer outflow monitoring, solid waste collection and disposal accounting, overtime expenditures and permit issuances. The design for a fully computerized complaint and job performance accounting program has been completed and is pegged for installation in the next fiscal year. The Department switched the commercial solid waste billing system from an outside contractor to its computer unit in the administrative division. And a newly designed accident report and monitoring system was installed whose aim is to investigate all accidents involving Departmental vehicles in order to identify causes and institute policies to reduce the number of avoidable accidents.

Community Development

As the agency responsible for planning for the City's built environment, the Community Development Department plays an important role in guiding growth and future change in Cambridge. Despite the recent slowdown in the economy, suggesting a possible decline in the intensity of development pressures on the city, concerns about the impacts of future development remain. Preservation and development of housing opportunities for low and moderate-income residents, development controls to achieve managed growth and neighborhood stabilization continue to be the primary challenges facing the department.

The Department has used its resources to respond to these

challenges in a comprehensive manner. In FY89, the City's community development efforts were implemented by a 50 member staff who administered in excess of \$17 million in Federal and State funded projects including the \$2.8 million Community Development Block Grant Program. In addition, in FY89, staff coordinated more than \$1.6 million of City-funded capital improvement projects.

To implement its activities, the Department 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. With a strong commitment to its numerous housing, neighborhood planning, open space, zoning, transportation, economic development and energy program activities, the Department's FY89 agenda was extremely full and varied.

Housing

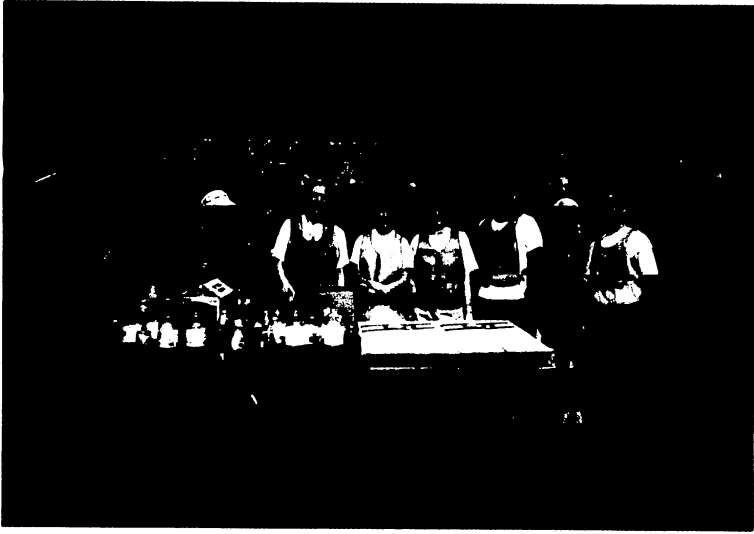
The Housing component, largely through the allocation of Community Development Block Grant monies, continues to plan and support a variety of programs directed primarily to Cambridge residents with low and moderate incomes. There are two major thrusts to these programs: the development and expansion of home ownership opportunities; and the rehabilitation of both owner-occupied and investor-owned properties.

FY89 activities/accomplishments included:

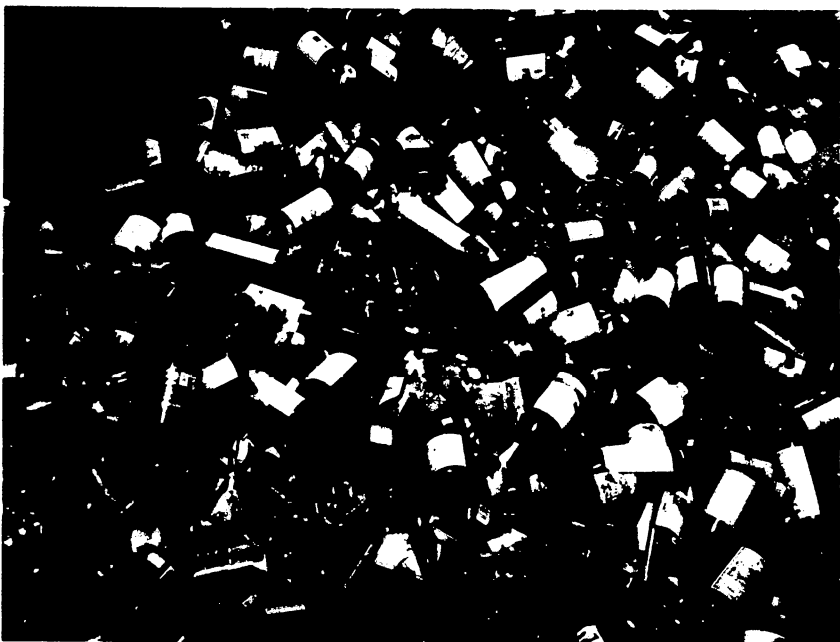
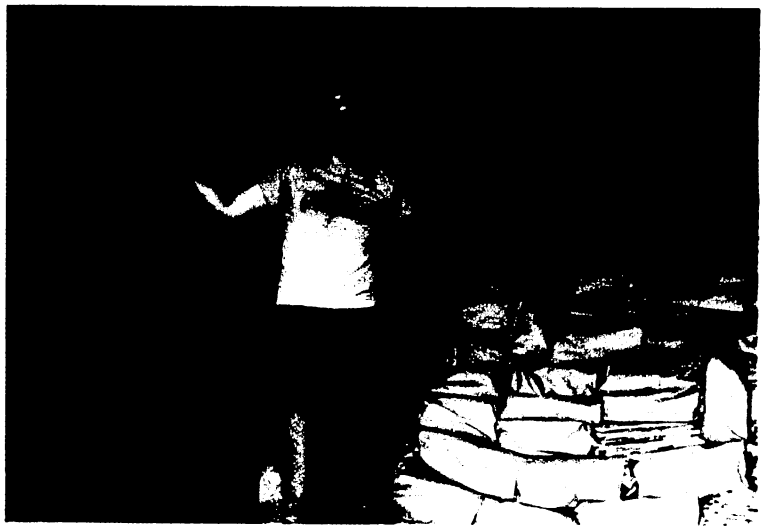
- Completion of three limited equity home ownership projects on Norfolk Street; Hayes/Magee Streets and Laurel Street.
- Continuation of the City's diverse home ownership, housing rehab and weatherization programs, including development of limited equity projects on Portland and Chestnut Streets and further implementation of housing opportunities at University Park.
- Completion of an incentive zoning petition and development of an affordable housing trust fund.
- Assistance to the City's Fair Housing Committee on a range of activities in Cambridge.
- Completion of an evaluation of the City's Home Improvement Program.

Neighborhood Planning

In FY89, the neighborhood planning component concentrated its attention on a major new planning initiative, comprehensive neighborhood studies. This multi-year program will establish recommendations for guiding future change in the City's neighborhoods. The studies examine land-use, open space, housing, transportation and demographic data; high-



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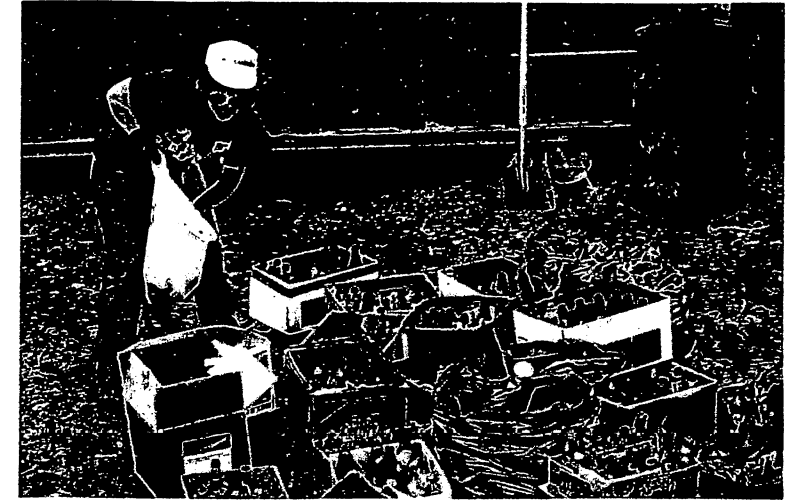


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CAMBRIDGE RECYCLES



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light trends and forecast future change. In addition, neighborhood planning staff continued to provide technical assistance to neighborhood organizations throughout the City and to advise other Community Development staff on structuring and implementing public review processes on various zoning initiatives and special projects.

FY89 activities/accomplishments included:

- Completion of the East and North Cambridge Neighborhood reports.
- Assistance to community groups in evaluating development projects.
- Ongoing planning assistance to the East and North Cambridge Stabilization Committees.
- Review of various development projects along the Massachusetts Avenue corridor, especially in Porter and Trolley Squares and in the East Cambridge Riverfront and Alewife development areas.
- Assistance in structuring the community review processes for the Industry B and Traffic Mitigation Zonings.
- Technical assistance on the redevelopment of the former Trolley Yard site in North Cambridge and the sale of the Blouin Building in Area 4.

Planning and Design Services

The planning and design services staff serves as an “in-house” support team to the Department’s Neighborhood Planning, Housing, Economic Development and General Management components. This group provides a wide range of technical skills and services including landscape design, construction management, zoning, urban design, transportation planning and management, graphic design and data management.

FY89 activities/accomplishments included:

- Technical assistance to the Cambridgeport Rezoning and the Harvard Square Advisory committees.
- Assistance in the implementation of a comprehensive rezoning program including traffic mitigation zoning, zoning recommendations to address townhouse bonus concerns and data gathering and analysis of the City’s remaining high-density districts.
- Assistance to the Planning Board.
- Development and coordination of demographic surveys and analysis for the neighborhood studies.

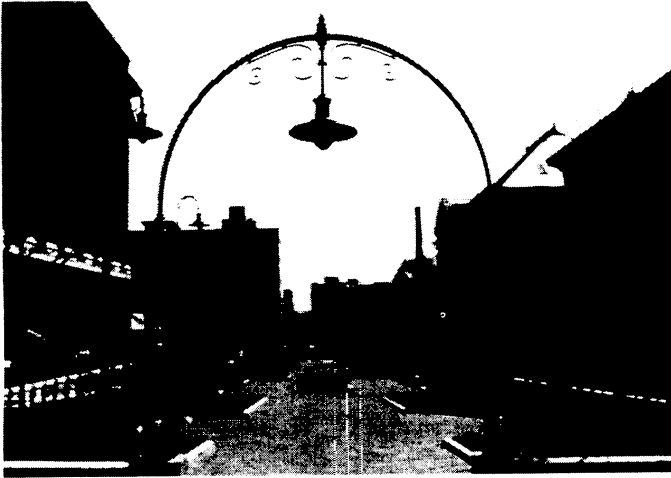
- Design and construction of the King, Agassiz and Tobin School Playground renovations.
- Planning and design of Phase I of the Cambridgeport Playground improvements including Morse School, Lopez Street and Alberico Playgrounds.
- Publication of Newsreel, the Department’s semi-annual community newsletter.
- Coordination with various state agencies including the MAPC and MBTA on planning and transportation issues impacting Cambridge.
- Initiation of a commuter mobility program, in conjunction with CARAVAN, Inc., a local transportation related agency to develop a program to reduce traffic in Cambridge.

Economic Development

In FY89, the Economic Development staff concentrated on implementation of specific projects and coordination of major planning efforts designed to better control and direct future development in the City. The past year saw continued need to shape and control development so that it minimally impacts the City’s neighborhoods, while at the same time retaining the benefits that such development brings in the form of jobs and tax revenues.

FY89 activities/accomplishments included:

- Completion of rezoning efforts in North Point and continuation of planning efforts focusing on adoption of design guidelines and design of infrastructure improvements for the district.
- Receipt of a citation for Excellence in Urban Design for the East Cambridge Riverfront Plan from the American Institute of Architects, as well as a National Park Service Award for Excellence for Lechmere Canal Park.
- Implementation of Central Square Action Plan recommendations including completion of the Central Square Rezoning, and planning implementation of additional public improvements. The Central Square Revitalization Project received an award for Excellence in Urban Development from the Department of Housing and Urban Development.
- Planning and implementation of public improvements in the Cambridgeport Revitalization Development District including housing, roadway and infra-



Centanni Way was dedicated in May of 1989 in honor of Frederick Centanni in recognition of his contributions to East Cambridge and the greater Cambridge community. The park was designed as a link between the neighborhood and the East Cambridge Riverfront area.

structure improvements and oversight of development controls.

- Continued implementation of the East Cambridge Riverfront project including the start of construction on the Cambridge Side Galleria, completion of roadway construction on Commercial Avenue, the Lechmere Canal Bridge and Cambridge Parkway, completion of Centanni Way and schematic design of Charles Park.
- Initiation and coordination of the East Cambridge Rezoning study, followed up on a major recommendation of the East Cambridge Neighborhood Study.
- Development of a rezoning study and proposal for the City's remaining Industry B zoning districts.

The Department's residential energy programs, financed through a variety of Federal and State revenue sources, also continued to provide service in FY89. These programs offer a comprehensive range of year-round weatherization services to both tenants and landlords throughout the City.

Historical Commission

As the preservative advocate for the City's built environment, the Cambridge Historical Commission manages and administers

general programs and preservation planning ordinances which have been developed throughout the years. The agency was established in 1963 under the Historic District Act of the Massachusetts General Laws Chapter 40C to administer four historic districts (OCHD); to survey some 13,000 Cambridge buildings; and to mark historic sites and buildings.

The Commission meets monthly to review cases in the old Cambridge and Fort Washington Historic Districts, as well as those pertaining to protected landmarks throughout the City. Any demolition, new construction, or publicly visible alteration in these districts or to these properties must be approved by the Commission. Thirty-one historic district and landmark cases were heard this year. With nine landmarks currently designated, the staff continues to prepare landmark reports for presentation to the City Council.

In accordance with the demolition review ordinance, which was enacted in 1981, the Commission reviews demolition permit applications for buildings over fifty years old. This year the Commission reviewed 51 demolition permit applications, with 12 evaluated at public hearings. The Commission also reviews all building permits in the City; this year it looked at 2,708 permits, 50 of them required additional review.

The Commission also administers two neighborhood conservation districts, Half Crown and Mid Cambridge containing 2,150 buildings. The district boards heard 13 applications for publicly visible exterior alterations in FY89.

In May, the MID Press published the Commission's new illustrated architectural history of *East Cambridge*. The book is four times longer than the original study of East Cambridge published in 1965 and has 300 more photographs and maps. Although its focus remains architectural, this new edition explores for the first time the industrial and social history of East Cambridge. It also includes a section of the current development of the Lechmere Triangle and the Kendall Square areas. Sales of *Maintaining Your Old House in Cambridge*, which the Commission published last year, remain high; reviews in national publications have increased its circulation significantly. Prior Commission publications include the *Survey of Architectural History in Cambridge* in five volumes between 1964 and 1977 and *A Photographic History of Cambridge* in 1984.

The Commission has instituted various preservation planning tools in Central Square, as it did in Harvard Square several years ago. The proposed Central Square National Register Historic District, including the area along Massachusetts Avenue between Lafayette Square and Bigelow Street will be listed this fall. National Register status will allow owners of income-producing properties to apply for a Federal investment tax credit for substantial rehabilitation, as well as to donate a facade easement to the Commission for substantial tax reduction. The Commission currently holds 19 easements on buildings in the City.

With the assistance of the non-profit Friends of Fort Washington and the Massachusetts Historical Commission, the

final phase of the Fort Washington Park restoration was realized this year. Other projects included the restoration of Longfellow Park. The Commission also published a series of public information brochures on the Commission's designation programs this year.

The department also administers two programs for low and moderate-income homeowners, the Preservation Grant Program and the North Cambridge Paint Program. The Preservation Grant program, now in its thirteenth year, has helped more than 300 people restore their homes, while the paint program, in its eighth year, has provided subsidies to help over 160 people paint their houses.

Conservation Commission

Since its establishment in 1965, the Conservation Commission has worked to preserve natural resources and protect open space in Cambridge. In addition to these functions set forth in the 1957 Massachusetts Conservation Commission Act, the Commission took on permitting responsibilities with the enactment of the Massachusetts Wetlands Protection Act in 1972. Under this legislation and its amendments of 1983, 1987 and 1989, the Commission reviews and issues permits for projects in Cambridge's wetland resource areas. The Commission endeavors to assure that these complex and valuable wetland ecosystems are not sacrificed under the pressures of development. The Commission's mandate under the Wetlands Act expanded in 1983 to include protection of floodplains, storage areas for flood waters during large storms, and in 1987 to include protection of wildlife habitat in wetland resource areas.

As part of these regulatory activities, the Commission reviews project design, construction methods and phasing and the expected post-construction use for each proposed project in or near Cambridge's wetlands. The Commission then issues a permit, known as an Order of Conditions, for each project. In order to guard against a project's potential impacts on wetlands, each permit requires implementation of particular short-term and long-term mitigating measures specific to the project. Through this review and permitting process, the Commission guides developers to construct more environmentally sensitive projects.

During FY89, the Commission held twenty-nine public hearings at thirteen public meetings to review proposed projects and discuss other issues of environmental concern. More than fifty wetland site inspections were conducted to assess the possible impacts of proposed projects, investigate sites for wetlands violations, and evaluate compliance with wetlands permits.

In addition to its work under the Wetlands Protection Act, the Commission reviews Environmental Impact Reports and provides comments to state and federal agencies, including

the Executive Office of Environmental Affairs, the Federal Highway Administration and the Department of Environmental Protection, on major projects that will affect the city. During FY89, the Commission reviewed and commented on such projects as the proposed Route 2/Alewife Brook Parkway Immediate Action plan and the Central Artery Project. In some instances such comments guide the project proponents to develop more environmentally sensitive alternatives.

The Commission also endeavors to ensure restoration and improvement of Cambridge wetlands. During FY89, the Commission worked with the Massachusetts Bay Transportation Authority and the Metropolitan District Commission (MDC) to both clean up illegal dumping in the wetlands behind the Alewife Station/Garage and prevent future dumping. These wetlands connect to the MDC's Alewife Reservation, which supports a rich population of plant and animal species. The Commission also pursued enforcement action against wetlands violators found to be detrimentally impacting the Alewife Brook.

During FY89, the Commission continued to work to protect, promote and expand the open space in Cambridge. The Commission proposed several wetlands in the Alewife area for acquisition by the MDC as part of their Open Space Acquisition program. Recently, the MDC announced its twenty-three priority acquisition sites, which included Jerry's Pond at Alewife as well as two acres of property along the banks of the Charles River in East Cambridge. The Commission also coordinates the City's community garden program. During the past year, Cambridge's ten victory gardens supported the gardening efforts of nearly 300 Cambridge residents.

The Commission also offers information to the public regarding environmental issues and Cambridge's natural resources. During FY89, the Commission provided information to graduate students, environmental educators, Cambridge residents and others interested in Cambridge's water resources, wildlife, and open space. The 1989 Cambridge wetland maps and an accompanying report will soon be available for public review. The maps and report identify the wetlands under the Commission's jurisdiction and provide descriptions of their hydrology, vegetation, and wildlife value. The Commission also provides information to the public on hazardous material and their proper disposal. The Commission's director works with the city's Emergency Planning Committee to assess potential environmental hazards in Cambridge and design a plan for responding to hazardous materials incidents.

During FY89, the Conservation Commission also provided support for the Committee on Public Planning, established in 1979 through a City Council ordinance. The Committee reviews and provides guidance to city departments and state agencies on numerous planting projects throughout Cambridge. Projects reviewed during the past year include Danehy Park, Lechmere Canal Park, and MIT's University Park. The Committee also sponsors the Client Street Tree Program which is supported by the Department of Public Works. More than 750 street trees have been purchased and planted through the Committee's program since 1982. Through this program a

resident, condominium association or business may select a street tree for their chosen location, and the City coordinates and pays for the planting. During this year's planting program, 154 trees were planted along the streets of Cambridge. The Committee also assisted the Department of Public Works in the species selection and planting location for forty additional trees that now enhance Massachusetts Avenue in North Cambridge.

Peace Commission

The Cambridge Commission on Nuclear Disarmament and Peace Education continues its mission of promoting peace-making efforts and peace education within Cambridge. This Commission was created in 1982 to confront the concerns of nuclear war, and has expanded its mission to incorporate challenging local forms of discrimination which foster violence and celebrating those ideas and programs which affirm the diversity within the city. Dedicated to the concept of thinking globally and acting locally, the Commission creates and supports programs which build understanding, community cooperation and social justice.

This past year, the Commission has continued to maximize the time and resources of its one part-time staff person and to build on the use of dedicated and energetic volunteers to expand its influence and resources to our schools, our neighborhoods and our community.

Working with our schools:

Within Cambridge's public schools, the Commission has staffed the peace education committee: a small group of teachers and a network of contacts in every elementary school and Cambridge Rindge and Latin (CRLS). The committee puts out 3 newsletters a year which are distributed to every teacher in the system. The winter and spring issues of 1989 included articles on Black History month, curriculum issues related to the Holocaust, Women's history materials and articles highlighting local teacher's programs. The committee taught a course on conflict resolution for 12 teachers and organized Cambridge's participation in the Promising Practices conference. The Commission helped to host a visit from Soviet teachers from Yerevan, organized an elementary school tour by a Japanese peace activist and developed and distributed materials on El Salvador. We participated on the multi-cultural concerns committee and supported CRLS Youth for Peace's successful efforts for a school-wide Coke boycott and education about South Africa and homelessness.

Working with our diverse communities:

A major participant in the Cambridge - El Salvador Sister Project, the Commission organized a week of activities in the

Spring for San Jose las Flores Week. The week involved the development and distribution of curriculum, speakers and materials into every public and parochial school; a sticker campaign and donation program of 10 cents from every elementary school student; and a dozen workshops and programs throughout Cambridge's neighborhoods.

The director of the Commission participated in the Spring program to recognize Yom Hashoah, the anniversary of the Holocaust, through developing materials for public schools and sponsoring a city-wide memorial service.

The Commission also supports a local campaign to create some ties between unions, day care centers and schools in Cambridge and the city of Ramallah in the West Bank. The Commission is seeking funding to bring young people from Israel and Ramallah to Cambridge to meet with Cambridge youth.

Most recently, the Peace Commission has helped to initiate a project concerning about Cambridge's Haitian community through planning a month long series of educational and cultural events which highlight the richness of Haiti.

Each summer, the Peace Commission organizes a "Work-for-Peace Camp", bringing Eastern and Western Europeans to Cambridge to work with Cambridge youth. This summer 21 volunteers came from Soviet Armenia, Czechoslovakia, West Germany, England, Italy, Belgium, Holland, Austria, and Finland. Living in the community together at Pilgrim Congregational Church, they joined a multi-racial group of 13 CRLS students in renovating housing for Cambridge's low-income communities. Together, the group interned with local peace and social justice organizations and held discussions on issues of racism, East/West difference and strategies for building international harmony.

Finally, the Peace Commission director worked actively with Cambridge's AIDS Task Force to educate about the myths, stereotypes and realities of this fatal disease. The Commission developed and supported a kite-making project among junior high school students to express their feelings or commemorate those who have died of AIDS and sponsored a city-wide program of recognition of those living with AIDS and working for its eradication.

Working to promote peace-making:

The Commission is a participant in a project to redirect military spending for local needs. In a time when increased military spending is resulting in drastic cuts to the City of Cambridge and to local programs which service our community, the Commission is looking for strategies to return the tax dollars to local needs including the possibility of using our military from overseas in our neighborhoods and funding human services instead of weapons systems.

The Economic Security Committee of the Commission works with corporations to seek strategies for economic diversification among businesses with defense contracts. The Committee has updated its report on local defense spending, helped with legislation to provide funds to seek alternative

applications for military contractors and met with local contractors to pursue ongoing dialogue.

The Commission has sponsored forums with author Melissa Everett (*Breaking Ranks*) and local filmmaker Derrick TePaske (*Mission of Mercy*) honoring individuals who are involved with peace-making efforts.

The Peace Commission is always adding new members who are interested in contributing to our mission.

Rent Control

Rent Control was adopted in Cambridge, as in many cities in the United States, in response to a severe shortage of rental housing. Because of this shortage and the lack of new construction of apartments for low and moderate-income tenants, the City chose to regulate rent levels so that tenants would not be faced with the choice of paying an even larger portion of their income for an apartment or moving out of 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 thirty-four (34) member staff. The Board meets every week to consider and adopt rules and regulations governing rent control and to decide individual cases.

During FY89, the Rent Control Board completed the planning and implementation of a city-wide general adjustment of rents for rent-controlled units. In this adjustment, the Board continued its ongoing process of the development and utilization of new computer programs to effectuate a more automated, efficient city-wide general adjustment. For example, the Board automated the affidavit of conditions and compliance process this year and thereby increased the efficiency of that component of the general adjustment. In FY89, the Board also began the public hearing and planning process for the next general adjustment, which is expected early in the third quarter of FY90.

The Board continues to provide assistance to the public by telephone or in person each afternoon, and in person on Wednesday evenings. Other steps have been taken to maximize the public's knowledge and understanding of the Board's procedures, regulations, and data. Staff members have organized and participated in several workshops for small property owners and for tenants. 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 users to more easily incorporate new amendments into the existing book of regulations.

The Board also began reviewing requests for public information with the goal of increasing the availability of materials requested most frequently by the public. Listings of

rent-controlled properties, organized by either the property owner or the street address, are now available in a variety of formats. Information on the charge for each format and production time required is available at the Rent Control counter.

During FY89, the Board worked closely with the Community Development Department, Cambridge Neighborhood Apartment Housing Services and several local banks to develop the Small Property Owners Rehab and Loan Program, to assist owners with financing and moderate levels of rehabilitation in the interest of keeping rents affordable. The program provides for a quick, simplified rent adjustment by the Board to cover all of the costs of the rehab work, which is financed by participating banks at below-market rates.

The Board moved its offices to the second floor of the Representative Michael J. Lombardi Municipal Building, 831 Massachusetts Avenue, during FY89. The new offices have enabled the Board to provide better services to the public hearings, an additional small hearing room to allow more hearings to be scheduled simultaneously, conference rooms, and a larger public assistance and waiting area to accommodate the numerous persons seeking assistance and waiting for hearings.

Cable TV

The Office of Cable Television provides services to the public and other City Departments in the areas of license administration and oversight, consumer information and assistance, and municipal television production.

The office is instrumental in resolving complaints and disputes between the cable company and residents who subscribe to cable service, and in providing information on service rates and technical assistance, fielding hundreds of calls each year.

Channel 37

FY89 marked the second year of operation for the Cable Office's Post Production and Cablecasting Facilities. Increased program production this year provided Cambridge viewers with over 25 hours per week of original live and taped programming on the City's Municipal Cable Outlet Channel 37.

Several special projects demonstrated the effectiveness of locally produced programming and provided a glimpse of the future of telecommunications in Cambridge.

Last December just days after a massive earthquake ripped through sections of Armenia, hundreds of Cambridge residents pooled their talents and energy to assist our friends outside Yerevan, Armenia's capitol and Cambridge's Sister City.

The Cable Office, working in conjunction with a special task force established by the Mayor and the City Council, produced a LIVE six-hour telethon on Channel 37 which

raised over \$12,000 for immediate purchase of medical supplies for earthquake victims. This project, drawing upon Cambridge's vast resources of good will and hard work, brought together participants from the business world, public and private sectors, as well as caring citizens to demonstrate the ability of local municipal television to focus such an effort and address concerns halfway across the globe.

On a more local level, CHANNEL 37 produced the first interactive classroom project between Cambridge and Somerville High School students by linking two Spanish classes with audio and video communication. The resounding success of this project (which also signalled the City's first educational use of the Institutional Network) provides insight into many possible future programs for the expansion of education through telecommunications.

Earlier in the year, CHANNEL 37 produced, in cooperation with Continental, the first LIVE event telecast in both Cambridge and Somerville over the I-NET: The Mayor's Challenge Softball Match from Donnelly Field in Cambridge.

Other special projects in FY89 on CHANNEL 37 included complete coverage of the Cambridge School Committee's interviews of candidates for Superintendent, a special program on radon testing in the City with officials from Cambridge Hospital, and State and Federal Agencies, a program with the Cambridge Learning Center outlining their literacy project, the 100th Year Anniversary Celebration of City Hall, and start to finish coverage of this year's DHSP Road Race to raise funds for Children's Programs in the City.

CHANNEL 37 also provided regular coverage of weekly City Council Meetings and an expanded Municipal Bulletin Board. A major new series the weekly *Inside Word* was unveiled in FY89. The *Inside Word* looks at the good and bad in Children's Literature providing a weekly consumer guide to kid's reading for parents (and kids).

Many informative programming was produced in conjunction with a variety of City Departments, including the Hospital, Public Works, Arts Council, Mayor's Office, the Fire Department, Human Services, the School Department, and the Library.

Other efforts this year included the selection by the National League of Cities to oversee production of over 100 hours of taped Municipal Program Sessions during its 1988 National Conference in Boston.

In FY89, the Cable Office pushed ahead with the development of an Emergency Override System - a project utilizing cable communications for warning of emergency situations in Cambridge. This system will be operational in early FY90.

Water Department

The Cambridge Water Department (C.W.D.) is a municipally owned and operated water utility serving approximately 91,000 permanent residents and an estimated additional

25,000 student population during the academic year. The Water Department operates as an agency of the city government under the general direction of a five-member Board of Water Commissioners, appointed by the City Manager. The operating budget and capital improvement projects are financed by the sale of water, in accordance with an increasing block rate structure established annually by the nine-member, elected City Council. The rate structure for FY89 has five incremental blocks with the rates set as follows:

	Annual Consumption (Hundred Cu.Ft.)	Water Rate (\$/C-c.f.)
Block 1	0-40	0.80
Block 2	41-400	0.85
Block 3	401-2,000	0.91
Block 4	2,001-10,000	0.97
Block 5	Over 10,000	1.04

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

In 1988, the average daily water consumption decreased to 16.15 million gallons per day (m.g.d.), which was down 500,000 gallons per day (g.p.d.) from the 1987 average of 16.65 m.g.d. Precipitation on the twenty-five square mile watershed drainage area totaled 35.47 inches in 1988; this amount was 7.53 inches less than the average annual precipitation of 43 inches.

FY89, was the third year of the five-year capital improvement program initiated by the C.W.D. in 1987 to address the rehabilitation needs of the existing Water Treatment Plant and to replace approximately 5,000 linear feet of water mains each year. Construction contracts awarded in FY89 include: (a) Roof Repairs at Water Treatment Plant and Maintenance Buildings - \$262,000, and (b) Water Main Replacement - Bishop Allen Drive, Garden Street, Rice Street and Hollis Avenue - \$475,000. Construction contracts completed in FY89 included the new Corrosion Control Chemical Feed Building - \$735,000 and the 1988 Water Main Replacement Project - \$500,000. In addition to these projects, the C.W.D. also started final design work on rehabilitation of rapid sand filters and replacement of the disinfection system at the Water Treatment Plant.

During FY89, the C.W.D. completed the final design for the Payson Park Reservoir Project in Belmont. The City has been ordered by the Massachusetts Department of Environmental Protection to cover its existing finished-water distribution storage reservoir to comply with State water quality laws. The estimated construction cost for the project is \$16 million. The scope of work includes two reinforced concrete storage tanks with column-supported concrete roof decks, to be constructed inside the existing open-top basins. The new roof sections will be covered with gravel and grass turf. The

total capacity of the new storage tanks will be 32 million gallons, which equals approximately two days of City-wide water demand. The construction contract for this project was advertised for bids in late summer of 1989, with a bid opening date scheduled for early October.

In cooperation with the Massachusetts Water Resource Authority (M.W.R.A.), the C.W.D. in 1989 commenced a planning project to develop a watershed protection program for the Hobbs Brook and Stony Brook Reservoirs. This project will identify existing and potential future land use activities which may pose a threat of contamination or water quality degradation. The final program will recommend mitigation and protection measures to insure the long-term quality of drinking water supplies. Concurrent with this planning activity, the C.W.D. continued its negotiations with the M.W.R.A. to obtain a new agreement to purchase water on a wholesale basis for emergency purposes such as drought, contamination and/or electrical power failures. The enabling legislation of the M.W.R.A. required that all previous water supply agreements with the Metropolitan District Commission shall terminate on December 31, 1989.

With the completion of the new Corrosion Control Chemical Feed Building, the Water Department has successfully eliminated all sodium-based additives from the treatment process at the water treatment plant facilities. The existence of sodium in drinking water can be of importance to persons with health problems that are influenced by their dietary intake of sodium. The new corrosion control system will utilize liquid potassium hydroxide instead of caustic soda for "pH" adjustment. The fluoridation chemical had been previously changed from granular sodium in the Cambridge water supply continues to be the road salting and de-icing practices of the Massachusetts Department of Public Works on State highways within the watersheds of the Stony Brook and Hobbs Brook Reservoirs.

As part of its on-going compliance activities with the various State agencies that regulate water utilities in Massachusetts, the Cambridge Water Department received approvals for its "Water Conservation Plan" which consists of increased billing frequency, true cost pricing, protection of local sources, meter replacement, leak detection, and water resources education programs. The State Department of Environmental Protection approved the Cambridge "Drought Contingency Plan" which included voluntary and mandatory water restrictions, depending on the availability of water in the Cambridge reservoir system. Even though the City had to implement the mandatory water restrictions in the Spring of 1989 because of the State Declaration of a Water Supply Emergency, the Water Department was able to provide water from the three Cambridge reservoirs and did not have to purchase any additional supply water from the Massachusetts Water Resources Authority.

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, 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 Protection (D.E.P.). A comparative synopsis of the D.E.P. sampling and testing requirements, along with a summary of the quantitative analysis of Cambridge tap water is available at the Water Department Laboratory, 250 Fresh Pond Parkway.

Library

For more than 130 years, the Cambridge Public Library has provided resources and services to the citizens of Cambridge to help meet their educational, informational, cultural and recreational needs. The Cambridge Public Library serves as a major urban library with a Main Central Library, six branches, and a bookmobile. It is a member of the Boston Metropolitan Library Network which facilitates the resource sharing of more than three million items.

The Cambridge Public Library offers a wide range of programs and services to a broad and diverse public. From preschoolers, the homeless families, the senior citizen and to the disabled. In 1989, the Library circulated 632,190 items, answered 134,352 reference questions, and sponsored programs that had a total audience attendance of 78,090 persons.

FY89 is THE YEAR OF THE YOUNG READER. It is, therefore, appropriate that the focus and framework of this annual report be devoted in its entirety to this vital and significant aspect of library service. The administration and staff of the Cambridge Public Library are committed to a comprehensive effort to ensure that each child in our City has had an opportunity to share in the enrichment and empowerment that springs from the ability and desire to read.

This report, then, allows the Children's Librarians of the Cambridge Public Library system to express their philosophy and to delineate the breadth and quality of its services and of its outreach programs to the children of Cambridge.

Toddler Programs

Among many of its programs, the toddler program uses music, because it is a language small children can understand and love. (Catherine Dooley and Daryl Mark, Central Square Library)

Toddler Times. Small Wonders, a sing-along for toddlers, is a varied program of singing and dancing to guitar accompaniment held at the Central Square Library. Fingerplays and movement games help keep the attention of the 40 to 70 young children that are exposed to the music of words on their first library visit. Similar programs are held throughout the system.



A storyhour about spectacles at the Main Library allowed these children to "lock good" as they made and modelled their own glasses.

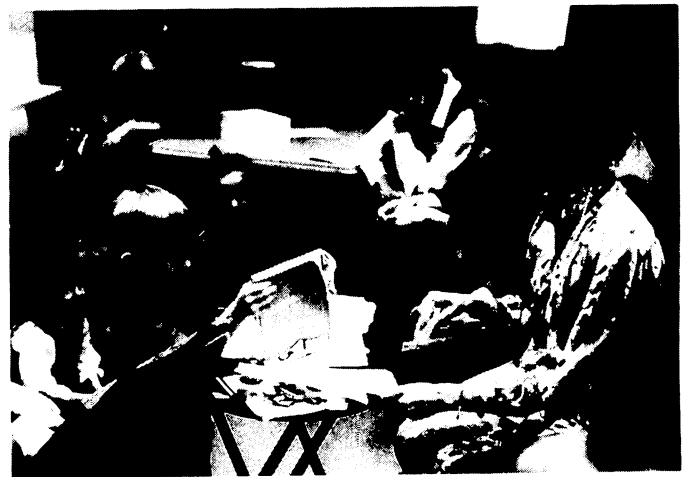
Preschool Programs

Reading is magic available to all . . . When we read aloud, we bring children language, knowledge, and power. (Christopher Kox, East Cambridge)

Storyhours. Storyhours are the heart of library services to young children. Attending a story program not only entertains children, but also teaches them to listen and introduces them to good books, songs, fingerplays, movement activities, and crafts. These programs are available in every branch of the Cambridge Public Library for ages 2½ to 6. Last year the library system brought preschool storyhours to over 9,000 children.

Service to Schools

Libraries and schools have an immediate connection. Schools have the children that libraries are reaching out to,



Librarians helping children solve puzzles at the opening ceremony of "The Art of the Jigsaw", an exhibit of original work by local illustrators of children's books.

and libraries have the information resources that school students need. (Carol Sidabras, Observatory Hill Library)

Class Visits. Depending on the school grade, a class visit can be as simple as a tour of the library or as complicated as explaining the uses of reference materials. Weekly services to school groups are provided at the North Cambridge and Field (Valente) Libraries, with class visits available by appointment at the remaining four branches.

Reading Is . . . The 1989 version of Reading Is . . . introduced four local children's book illustrators to six fourth grade classes. During a class visit, each artist gave a talk about his or her own drawing techniques and then assisted students in illustrating poems, stories, and reports.

After-School Programming

Learning doesn't stop when school is dismissed. After-school programs provide an opportunity for neighborhood children to socialize and work together. (Karen Kosko, Collins (Mt. Auburn) Library)

Dinosaur Month. The Monday after-school craft group at the Collins Library participated in "April is Dinosaur Month." Guest artist Yvonne Troxell helped children design and create a three-dimensional "dino-mural." Young artists from ages 2½ to 10 contributed volcanoes, palm trees, and hovering pterodactyls to the mural, now on display at the branch.

Book Discussion Club. The Library book discussion group was created to bring fourth to sixth grade students into the Main Library after school. Club members talk about the books they are reading and hear about new authors and titles from other members and the librarians. The children write book reviews and stories, create art and puzzles, and provide the layout for the Library Legends newsletter which is published quarterly.

Young Adult Services

Dynamic, relevant programs help make library services and resources more visible and appealing to the large number of 10 to 14 year olds in the North Cambridge area. (Joan Spack, North Cambridge Library)

Young Adult Corner. The North Cambridge Branch Library has expanded its Young Adult collection to include many new non-fiction and reference books, paperback fiction, teen magazines, and music tapes. Local teenagers have been directly involved in the selection of paperbacks and cassettes. Programs have included an author appearance, comic book and baseball card exchanges, and a job skills workshop presented by neighborhood teenagers who are successfully employed.

Pearl Street Kids. An afternoon program for teens and pre-teens at the Central Square Library, this past year's programs have ranged from painting to cooking to experimenting with film animation and have included workshops on making jewelry, pop-art postcards and calendars. In March and April the children's room sponsored two rap/lip-sync and dance shows, with 50 young adults and adults attending each show to cheer on their performing friends.

Community Programming

The multi-cultural programs sponsored here at the Field (Valente) Library provide our patrons with an opportunity to affirm their own ethnic heritages and to learn more about other ethnic groups in the diverse Cambridge community. (Maria Champlin and Robyn Fay-Tringali, Field (Valente) Library)

Portuguese Community. This Spring, students from the Harrington School bilingual program used the Manuel Rogers, Sr. Center for Portuguese Study and Culture to research their ethnic backgrounds. They incorporated this research into song, dance, and poetry performances to celebrate the Day of Portugal held on June 8, 1989.

Haitian Community. The Central Square Children's Room recently has added significantly to their Haitian book collections, with many of the new titles in Creole. To publicize the acquisition of these books, the children's librarians worked with the community members and teachers to present a celebration of Haitian culture. One hundred and twenty-eight students from the Graham and Park School listened to Haitian folktales and examined traditional crafts including masks, wood carvings, and musical instruments.

Services to the Homeless. In an effort to encourage the children of homeless families to use and enjoy their public library, the Central Square staff began a series of weekly story-hours at four area lodging houses. The Library also participated in a party for homeless families co-sponsored by the Department of Human Service Programs, the shelters, and the Salvation Army. After stories and songs, the Cambridge Public Library gave each child a book to keep.

Family Programming

By offering programs that children and parents can attend together, we hope to create a bridge between the library and people's day-to-day lives. (Linda Braun and Elizabeth Sampson, Main Library)

The Art of the Jigsaw. To celebrate National Library Week 1989, the Children's Room invited eight local book illustrators to create original artworks. Photos of these unique paintings were enlarged and die-cut into jigsaw puzzles. Seventy-five people attended the gala reception which included a display of the original artwork and the ceremonial unveiling of the jigsaw puzzles.

Family Nights. In response to requests from an increasing number of working parents, the first of these events was held at the Smithsonian Observatory, where families listened to stories, made spaceships, and viewed the night sky through the Observatory's telescopes. In May, families met at the Fogg Museum for gallery tours, crafts, and art-related storytelling. The Children's staff plan to continue this evening series with four programs in 1989-1990.

Summer Reading Club 1988. Over 250 of the City's children enjoyed a "splashdown party" at the conclusion of the Summer Reading Club, MISSION: SAVE TERRA. Participants in the reading program tried to solve an intergalactic mystery by reading books. Weekly activities were held at all seven Cambridge Public Library locations, and included a model rocket launch, a flying saucer contest, and a slide show on U.F.O.'s.

Cambridge Public Library Service Statistics Summary for FY88/89

CIRCULATION:	
System Total	632,190
Adult	444,262
Children's	187,928
Fiction	327,390
Non-Fiction	179,577
Foreign Language	7,657
Periodicals	22,566
Recordings	50,912
Video Cassettes	12,378
RESERVES FILLED:	17,538
BORROWERS REGISTERED INTO NEW MBLN SYSTEM:	17,818
REFERENCE QUESTIONS:	134,352
PROGRAMMING:	
System Total	
Programs	2,784
Audience	66,952

Adult	
Programs	688
Audience	18,127
Children's	
Programs	2,090
Audience	48,825
Community Film Loans (not in system total)	
Programs	355
Audience	10,952
Total Audience with Community Films	78,090

Health and Hospital

The Department of Health and Hospital works under its Commissioner to protect the health of the citizens of Cambridge. The Commissioner establishes health policy in conjunction with the Cambridge Health Policy Board. Despite increased limits on health care dollars this year, the department has implemented improvements and new initiatives in many of its divisions. It has witnessed and responded to varying and growing needs, from renovations and new construction at the physical plant to the purchase of new technology, seeing more patients with newer diseases such as AIDS, seeing a related increase in the incidence of such older diseases as tuberculosis. The department also continued to witness increased elderly patients to a growing demand for treatment of patients with drug and alcohol problems.

Limits in health related services cannot help but grow in FY90 and FY91 given present trends in costs and the State's budget status. The numbers of patients partially insured, under insured and not insured continue to grow, while the hope of a new system of insurance under the Massachusetts Universal Health Care Law grows dim. Debate takes place at local, state and federal levels about a national health insurance plan, with frequent references by some Cambridge Hospital physicians to the Canadian system.

State cutbacks have major affects on the Cambridge budget through a decrease in local aid and reduced Medicaid payments to the Cambridge Hospital. Although the State-supported universal vaccination program has received a severe financial blow, the City remains committed to continuing its vaccination program. The affects of financial constraints will be felt in all divisions of the Department of Health and Hospitals, including the Cambridge Hospital, the Neighborhood Health Centers, the Neville Manor, and the public health units. During this past year however, the Department has achieved many positive changes in its divisions, as described in the individual reports below.

Additional initiatives this year include:

- Continuing tests for the presence of radon in the Cambridge city schools, the Cambridge Hospital and Neighborhood Health Centers, and the Cambridge Public Library. We were pleased to see that test results were well within the EPA limits of 4 picocuries of radon per liter of air.
- Conducting a forum on radon at the Cambridge Public Library, which was repeated several times on cable television.
- Recognizing the second anniversary of the City's smoking ordinance, which was designed to protect and promote the public's health by reducing involuntary exposure to tobacco smoke. Activities included mailing an informational packet and no-smoking sign to three thousand Cambridge retail stores, surveying eight hundred businesses for information on their smoking policies, sending press releases and public service announcements to the local media, holding a show on cable television regarding the health affects of smoking, and increasing public health nurses efforts to ensure local awareness of the smoking ordinances.
- Developing a new database to manage and obtain elementary school health statistics. Analysis revealed that during the academic year, school nurses and health aides received 14,543 health visits from students. 6,181 injuries and 6,951 illnesses were treated.
- Cooperating with other City departments such as the Cambridge Fire Department, and the Department of Public Works in responding to public health hazards and concerns.
- Collaborating with the Cambridge Health Policy Board and the Cambridge Geriatric Network to sponsor a luncheon reception for over a hundred in-home workers. The reception was intended to thank and celebrate these essential underpaid and undervalued members of the health-care community.

Health Department

During FY89, the public health nurses began staffing clinics in shelters for homeless people, servicing more than 300 homeless people through 59 clinics. Additionally, they managed 2270 patients and 3975 contacts for follow-up through 105 tuberculosis clinics; cared for 830 people through 47 blood pressure clinics; distributed 4000 doses of vaccine through 26 flu clinics; and tested 1692 students for vision and hearing through 120 school visits. Departmental plans are in progress to reach high-risk minority populations for un-

diagnosed hypertension through outreach with community organizations and churches.

Community Health

The Community Health Department coordinates outreach services to older adults in Cambridge who have problems related to or arising out of their health care needs. The social worker offers direct health and psycho-social assessments of elderly people through home visits, and sets up on-going treatment plans. She also acts as a consultant to various health and social service agencies around problems of aging.

This year the social worker joined together with the public health nurses to perform coordinated in-home assessments to screen at-risk clients, and worked to improve access to health care. She participated in setting up a joint effort between The Cambridge Hospital and The Council on Aging to highlight geriatric issues both in the hospital and in the community, and to plan for a series of health education and health screening events.

During FY89, the Cambridge AIDS Task Force, coordinated by the Community Health Coordinator, made significant progress towards their goal of developing a comprehensive, city-wide approach in the AIDS epidemic. The Multidisciplinary AIDS Program (MAP) at the Cambridge Hospital was developed and funded through a collaborative effort of the Task Force and hospital personnel. The MAP will coordinate and provide care for all Cambridge residents living with AIDS/HIV infection. It will insure that the most up-to-date care will be delivered in a comprehensive way by staff from medicine, psychiatry, nursing and social services.

The Task Force also promoted an impressive array of education and outreach efforts. Approximately 3000 students attended AIDS Awareness Week at Cambridge Rindge and Latin High School where they dialogued with people with AIDS/HIV infection and people working with people with AIDS/HIV infection. Fourteen Rindge and Latin students completed the first AIDS Peer Leadership Training and will be speaking to other teens about AIDS. At the Cambridge Hospital over 600 employees from 68 different departments participated in the AIDS Education Session developed by the Community Health Coordinator in conjunction with hospital staff. Representatives from the Cambridge Hospital, Mt. Auburn Hospital and Youville Hospital developed an AIDS Forum for hospital support service personnel in conjunction with the Task Force that was attended by over 20 employees from the three hospitals.

A Kite Contest for 5th through 8th graders served as an entry for discussing the AIDS epidemic in the elementary schools. Over 180 kites were created depicting students' knowledge and concerns about AIDS. Following the kite awards ceremony at Cambridge City Hall was a city-wide, non-denominational service, that was attended by over 200 Cantabridgians. Task Force members also staffed a well-attended information table at the Cambridge Riverfest.

Other Task Force education events for FY89 included

planning an AIDS in the Workplace seminar in conjunction with the Cambridge Chamber of Commerce, sponsoring a number of workshops for parents on "How to Talk to Your Children", and training over 20 community women as facilitators for the innovative Safety Net Parties, an educational model.

School Health

The School Health Division has benefitted from increased staffing and new-found organizational stability. The nurse practitioners, nurses and health aides provide immunizations, first aid, episodic care, and health screening to Cambridge school children. The Teen Health Center provides school health services to students at Cambridge Rindge and Latin School. During the FY89 year, school health personnel performed 138 physicals, 338 interval health histories, 1145 vision screenings, 1151 hearing screenings, 2050 scoliosis screenings, tested 115 students for TB, and immunized 546 students.

In addition, school health staff work with the School Department, Neighborhood Health Centers, and the community agencies to integrate care. The nurses participate actively in the Student Support Teams and work with School Department personnel on health teaching and counseling. Areas that require additional attention are teaching around substance abuse prevention and AIDS.

Tuberculosis Program

The Department of Health and Hospitals Tuberculosis Control Program works together with the State to manage the control of tuberculosis in Cambridge, through the detection and treatment of cases, and through the use of prevention therapy. Tuberculosis (TB) in Cambridge has not been eliminated. Three factors: (1) the AIDS epidemic, (2) increased immigration from developing countries, and (3) increased homelessness, all threaten to thwart any hope for TB elimination, and may cause the TB rate in Cambridge to soar in the near future.

The Tuberculosis (TB) program includes education, testing and assessments. In addition, on-going initiatives specifically aimed at the AIDS epidemic should benefit the TB/AIDS population as well. During FY89 a third weekly TB clinic, staffed by a trained Haitian physician, was initiated. Cambridge Hospital began participating in the Centers for Disease sponsored "Family of Serosurveys" to better characterize the HIV/TB problem. In addition, the TB program intends to initiate a TB prevention program for patients in the methadone maintenance program.

Environmental Health

Environmental Health staff, under the direction of the Commissioner, provide logistical and/or operational support for the Cambridge Biohazards Committee, the annual House-

hold Hazardous Waste Collection Days, residential lead paint inspections and radon testing of municipal buildings. Staff also participate in the activities of the Local Emergency Planning Committee under the Federal Superfund Amendments and Reauthorization Act (SARA).

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

Neville Manor

Mayor Michael J. Neville Manor is a long-term care facility owned and operated by the City of Cambridge. Comprising of 180 beds (Level II, Level III), this institution is both responsible and accountable for complying with various regulations and standards set forth by the Commonwealth of Massachusetts.

On a professional basis, the staff here at Neville Manor is consistently concerned with helping each individual to achieve and maintain functional capacity at an optimum level in dimensions of physical, social, economic, and psychological health.

Situated in the western part of Cambridge, this facility is adjacent to Fresh Pond and the recently named Thomas P. O'Neill, Jr. Golf Course. With its beautiful landscaped lawns and tree-lined boundaries, Neville Manor is able to offer its residents the "comforts of home" with a "country-club" atmosphere.

For operational purposes, there are three separate divisions each complimenting one another to fulfill and complete the total concept of nursing home care. These divisions and their services are as follows:

Administration/ Patient Care

Administrative
Physical Therapy
Occupational Therapy
Recreational Therapy
Social Services
Medical Consulting
Nursing Services

Supporting Services

Maintenance
Laundry
Dietary
Housekeeping

The Administrative staff, headed by the Administrator, is directly responsible for the overall leadership and policy direction of the entire facility. This division is also accountable for controlling and reporting all fiscal transactions within budgetary guidelines. During FY89, with the assistance of data processing, there was a significant increase in the expansion of automation. By instantly gathering information electronically, this staff has the capability to generate various reports necessary for both managerial control and the enhancement of quality patient care.

The Patient Care division, which consists of highly trained personnel, caters to the everyday needs of each resident via direct and indirect services. In order to continually maintain quality care this staff has been busy educating itself by attending various "in-house" seminars, namely; CPR, Infection Control, Basic Anatomy, and Podiatry. These health care seminars have been very successful by enabling them to discuss and plan effectively for future recommendations. Socially, the "Family Support Group" has continued to grow throughout the years. This program enables group members to exchange and review a variety of thoughts, ideas, and inquiries pertaining to information on advocacy and methods of coping with their concerns. Recreationally, there was an all out effort to increase daily attendance for leisure and stimulation groups ranging from Bingo to Alzheimers Ambulation. These programs, offered four times daily, are posted in advance enabling the residents to arrange their schedule accordingly. Other events that had taken place during FY89 included Family Day, Hat Night, and various annual cookouts. One in particular was the first annual barbecue sponsored by the Charles River Yacht Club, this organization with the help of its members, treated the residents to an afternoon of food, beverage, and entertainment while enjoying the beautiful surroundings of boats and of the Boston Skyline.

The Supporting Services division plays a major role in the operation of this facility. This staff is responsible for maintaining daily services, such as housekeeping, laundry services, food services, and general maintenance.

By reading this narrative, one can truly understand that when these three divisions work closely together as a whole, it represents the total concept of quality nursing home care.

The Cambridge Hospital

In the face of an increasingly challenging health care environment, characterized by regulatory pressures, heightened malpractice costs, shortages of nursing and other health care personnel, increased incidence of health problems such as AIDS, and major cutbacks in funding on Federal and State levels, the Cambridge Hospital continues to emerge as a community health leader dedicated to meeting the needs of its service community. The Cambridge Hospital provides a full range of services through its 182-bed inpatient capacity, twenty-four hour medical and psychiatric emergency departments, adult and pediatric primary care center, outpatient specialty clinics, and six neighborhood health centers located throughout the city.

The hospital experienced increased volumes in FY89: case mix adjusted discharges (the number of discharges adjusted for severity of illness) were up 5.5 percent from the prior year, and more than 134,000 ambulatory visits were provided, an increase of eight percent from FY88. Despite delay in payments from the Commonwealth of Massachusetts exceeding \$7 million, the combination of budgeted tax support from the City and \$37.4 million in collections (up

from \$30.4 million in FY88 and \$25.3 million in FY87) enabled the hospital to balance its cash receipts and expenditures at the close of fiscal year 1989.

The fiscal department made much headway in resolving outstanding reimbursement issues, capitalizing on a number of reimbursement activities while fully automating the department's activities, reducing outstanding accounts receivables by more than 16% despite a huge buildup on the State level in unpaid Medicaid claims. Due to the fiscal staff's superlative efforts, the fiscal crisis that has beset a number of hospitals in the area was not felt as severely at the Cambridge Hospital.

In order to be aggressively positioned for a future which is more uncertain than ever before, the Cambridge Hospital continued in FY89 to implement its strategic plan, to assess the most effective deployment of available resources, to review its scope of services, and to deliver services in the most efficient manner possible.

As part of this ongoing institutional planning process, a new mission statement for the Cambridge Hospital was endorsed by the Hospital Governing Board this year. The statement serves as a companion document to the strategic plan, and provides a context for the specific goals and objectives. The statement also reflects the cooperation and collaboration of the board, medical staff, and staff, as it was developed by the Planning and Marketing Subcommittee of the Governing Board, with feedback from the Medical Executive Committee and the management group. The statement reads as follows:

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

The Cambridge Hospital and its neighborhood health centers, in collaboration with other providers, encompass an integrated service network which offers a comprehensive range of preventive, ambulatory, acute, and post-hospital services. The Cambridge Health Care System is integrated in another important way: both patients and staff are representative of the multi-cultural and multi-lingual composition of the service area.

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

Every effort is made to foster a working environment which encourages personal and professional growth, and which recognizes the value and importance of each employee. Accordingly, care provided at TCH is marked by warmth and compassion, and is respectful of the dignity of every person.

The program initiatives undertaken in FY89 were in accordance with this overall vision. As part of its efforts to meet



At a recent Cambridge Hospital press conference, Congressman Joseph Kennedy was thanked for his assistance and support in designating East Cambridge as a medically underserved area for OB/GYN services. This designation has enabled the Hospital to recruit a new obstetrician with federal support to East Cambridge Health Center. From left to right: Deborah Allesandro, R.N., nurse manager of the Nursery; Congressman Joseph Kennedy and Mayor Alfred Vellucci.

the special health care needs of women, to improve prenatal care and to make strides towards reducing infant mortality rates in the City of Cambridge, the hospital strengthened its department of obstetric and gynecology by increasing the availability and choice of providers and developing new programs.



Margaret Coleman, M.D., director of Cambridge Pediatrics at The Cambridge Hospital, shows children how to give their teddy bears a check-up during a Teddy Bear Clinic sponsored by Cambridge Pediatrics for National "Children in Hospital's Week."



Donna Gedziun and her son Kyle, first baby born in The Cambridge Hospital's Midwifery Service.

Two new obstetrician/gynecologists dedicated to community-based ob/gyn programs, Drs. Lou Laz and Molly Clark, were recruited to the staff. The recruitment of Dr. Clark, through the National Health Service Corps, was made possible with the redesignation of certain census tracts in Cambridge as health manpower shortage areas for ob/gyn services. The hospital's nurse midwifery program, under the direction of Laurie Friedman, CNM, continues to flourish with four full-time staff midwives.

As a result, ob/gyn services are now available at the neighborhood health centers in addition to adult medicine, pediatric, and mental health services. The childbirth program offers a continuum of culturally sensitive prenatal, childbirth, and postpartum care. In the past year, the hospital offered, in collaboration with the American Cancer Society and Cambridge Commission on the Status of Women, a breast cancer screening program for multi-lingual women. The hospital also began a colposcopy clinic in the out-patient department.

To meet the multi-tiered health care needs of the growing elderly population of the City of Cambridge, the Cambridge Hospital has planned extensively for improved geriatric programs. Hospital staff have been working in concert with other area providers to develop programs such as a specialized inpatient unit and a Level II nursing home. A series of community outreach events targeted toward the elderly population have been conducted, including distribution of the "Vial of Life", which consolidates important medical information in

the event of an emergency, flu shots, and a brown bag medication program during which a registered pharmacist personally reviewed senior citizens' medications.

The hospital also sponsored a month-long series of events, Elder Awareness month, which aimed to increase our staff's sensitivity towards our elder citizens. During this month, we installed a new permanent display, with photographs depicting "Positive Images of Aging", near the main entrance. In the upcoming year, the hospital will be launching a medical home visit program in collaboration with the Cambridge VNA and Somerville Cambridge Elder Services, and will be sponsoring a "Stay Well" series, with screening programs for diabetes, cholesterol, osteoporosis, and glaucoma.

As critical components of the integrated health care network, the neighborhood health centers underwent numerous changes in FY89. Staffing and other resource limitations necessitated the closing of the King Health Center, however FY89 marked a year of overall growth. The Windsor Street Health Center celebrated its twentieth anniversary and a new Teen Health Center opened at the Cambridge Rindge and Latin School. The Teen Health Center melds school health and primary care at a single site, addresses the health needs of adolescents using an innovative collaboration approach, and centralizes the services of a number of community youth-serving provider agencies.

After an extensive planning process, the hospital also broke ground for a new health center in North Cambridge. The new center will have twice the space capacity of the existing temporary site, and is scheduled to open in the Spring of 1990. This center is being developed as a project of the Cambridge Housing Authority, with funds from the Executive Office of Communities and Development, North Cambridge Stabilization Committee, and Cambridge Community Development Department.

The neighborhood health centers serve as centers of excellence for primary care. To strengthen its primary care base and to respond to the needs of the multilingual and multicultural residents of Cambridge, many efforts have been made to recruit additional physicians. Physicians with interest and experience in serving the Haitian, Latino, Portuguese, and black communities are now practicing at the neighborhood health centers.

Additional initiatives which will shape the future of TCH include developments in the departments of psychiatry and surgery. After many years of planning, including approval by the Department of Public Health Determination of Need office, the hospital will be opening a new 12-bed inpatient child psychiatry unit, called the Child Assessment Unit. The Child Assessment will serve children aged five to fifteen. One of eleven dedicated child psychiatry units in the Commonwealth, the unit will provide comprehensive assessment, therapeutic stabilization, and referral to ongoing treatment in a less restrictive setting.

After a lengthy search process, Hugh G. Beebe, M.D. was selected as the Chief of Surgery at the Cambridge Hospital. His appointment, made through the Massachusetts General

Hospital, furthers the close affiliation between the two institutions in a number of major clinical departments. Changes in the surgical service at TCH will include the addition of new hospital-based providers and expanded services, including a vascular laboratory.

The hospital also focused on making the environment more comfortable for our patients: a new no smoking policy is now enforced throughout the hospital, a patient representative makes daily rounds on the inpatient units to answer questions and provide assistance, and the hospital implemented strategies to free up capacity in the visitor parking lot. In the upcoming year, we will be producing a directory of hospital providers and services and a series of programs for cable television. We have also begun a multi-phased facilities upgrade which will bring our physical plant comfortably and safely into the 1990s.

Looking over the past year, we are proud of our accomplishments, and grateful for our support. Due to increased grant activity, corporate and foundation funding for many of our programs, contribution of monies for capital equipment from the Friends of the Cambridge Hospital, and assistance from the City of Cambridge, we are able to deliver the breadth and quality of services our population deserves. The hospital industry will continue to present numerous challenges, however, the Cambridge Hospital will continue to make strides in meeting the health care needs of our community, and to undertake initiatives to insure a healthy future.

Human Services

The Department of Human Services was formed in 1980 to create and coordinate services to enhance the quality of life for Cambridge residents. During FY89, the Department experienced a continuing demand for a broad range of human services including: services to adolescents in crisis; child care for school age children; English-as-a-Second Language and basic adult literacy; assistance to families, the elderly and adults in their search for permanent affordable housing and related support services; transportation for the elderly; recreation and fitness programs and activities for children and the elderly; and support to neighborhood groups to address local human service concerns. The nine-member Human Services Commission continued to provide essential guidance and support to the Department in addressing the array of human service needs with which the City is confronted each day.

Commissions

The Commission of Handicapped Persons continued to provide information and referral in FY89 to hundreds of persons with questions about disability-related issues such as benefits, housing, access, transportation, home care, adaptive devices and employment. This past year, in conjunction with

the Election Commission, the Commission established 100% accessible voting sites; collaborated with Public Works to create an accessible path of travel along Mt. Auburn Street in response to a request by Harvard's Program for Students with Disabilities; and developed a new handicap parking initiative to enable persons with temporary disability who do not qualify for a handicap parking permit to park in designated handicap parking spaces in Cambridge.

The Civic Unity Commission continued its collaboration with the Cambridge Rindge and Latin School in a socio-gerontology and intergenerational program bringing together 60 junior and senior students with a number of elder Cambridge residents in an effort to dispel myths on aging, and its involvement in the adoption of black children through the One Church, One Child Program. The Commission also presented forums focused on Affirming Children's Cultures; the Puerto Rican, Salvadorean, Haitian and Black Communities; Unlearning Asian Stereotypes; the Impact of the New Immigrants Law; and the Impact of the AIDS Epidemic on the Minority Community.

Cambridge/Somerville Fuel Assistance Program

The City of Cambridge is the only municipality currently operating this program in the Commonwealth. With an annual budget of approximately \$2 million, the program is funded by both Federal and State dollars. In FY89, 2,000 Cambridge residents were provided fuel benefits, as well as advocacy and information and referral services. The program operates during the months of October through April.

Recreation

The Recreation Division maintains responsibility for the development, implementation and supervision of year-round citywide and neighborhood level recreation programs and facilities. In FY89, the Recreation Division participated in the development of a comprehensive Park Maintenance Management System, and assisted with the planning, development and supervision of major capital improvements to Corporal Burns, Glacken, Hoyt, Raymond and Rindge basketball courts; Lindstrom Little League Baseball field; and the Tobin, Alden, Morse School, Alberico and Lopez tot lots. The division continues to play a major role in the planning of the 55-acre Thomas Danehy Park. In conjunction with other divisions within the Department, and working closely with Childcare, the Recreation Division was responsible for the Third Annual City of Cambridge Road Race. This year's race attracted over 400 participants with over \$15,000 in proceeds going to the City's Childcare programs.

The division's summer playground program provided activities and staff at various city playgrounds and tot lots. Special events included the annual Fourth of July activities; joint sponsorship with the Community and Youth Division of the 4th Annual Youth Games which attracted 400 participants from across the City; and the 5th Annual Intercity Base-



Two of the many happy 450 finishers of City of Cambridge, Department of Human Services Road Race.

ball Tournament with the Somerville Recreation Department. In addition, the staff were responsible for the annual Neville Manor Picnic for senior citizens throughout the City.

The War Memorial Pool continued to offer a variety of year-round swimming, recreational opportunities and lessons to Cambridge children and adults. During FY89, accomplishments included an increase in participation in both children and adult swimming classes and an increase in the number of lessons offered in conjunction with various Cambridge camps and agencies at both the War Memorial and the Gold Star pools. In addition to the swimming programs, the War Memorial and the community schools are the sites for various youth and adult recreational classes such as aerobics, tennis, dance, karate and gymnastics. All of these classes are entirely funded by user fees.

This past year, over 2450 individuals participated in the 90-team summer softball league, the 40-team winter, and the 40-team summer basketball leagues. The Amateur Softball Association (ASA) participated in the softball league for the first time this year and provided umpires for all games.

The Special Needs Program continued to offer year-round recreational programming for participants ranging in age from pre-school to young adult. Children from the Saturday program were enthusiastically involved in the Massachusetts Special Olympics participating in the swimming, track and field and basketball events. In addition, youth from Camp Rainbow were integrated into the Mayor's Summer Employment Program and assisted in the daily maintenance of the Morse School.

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

Community and Youth

The division of Community and Youth Services supports a network of neighborhood-based operations that provide a variety of educational, recreational, social, and cultural enrichment services for all age groups. This division assists neighborhoods in developing high-quality and cost-effective programs, and to the extent possible, attempts to make programs and services self-supporting. This past year saw the creation of an Area IV Crime Task Force comprised of service providers, residents, municipal departments, and the private sector to address the drug related activities of the Area IV neighborhood.

Neighborhood coordinators work with their respective councils to solicit local involvement in the assessment of community needs and to develop programs and services which address these needs. The efforts of the Neighborhood Coordinators are complemented by programs and services offered to pre-teens and teens at neighborhood facilities managed by Youth Specialists.

Working with the Neighborhood Councils, the staff of the Community Schools Program worked to develop programs and services which reflect the interest and needs of individual neighborhoods. The range of programs offered include: afterschool children's activities; adult education and enrichment courses; cultural and social events for families and for the elderly; advocacy and referral services; holiday events; and vacation programming. This past year, summer camps were offered for children which included the city-wide "Super Camp" and individual neighborhood camps.

This year, the Community Schools Programs provided service to 5702 children, 2840 adults and 4718 seniors. In addition, programs attracted over 8900 participants to such special events as neighborhood potluck dinners, children's dance and theater performances, trips, Halloween parties, Black History Month Celebration, a City-wide Holocaust Memorial Week, and neighborhood arts festivals. The adult programs in the community schools provide quality classes and instruction with continuation of the Adult Community Education Courses through Bunker Hill Community College and the Fitzgerald Community School, and the successful implementation of ESL courses in various neighborhoods in collaboration with the Community Learning Center and Cambridge Organization of Portuguese Americans.

The Cambridge Performance Project Inc., incorporated last fall, added two popular classes, Young Children's Theater at the Maynard School and Dance Just For Boys at the King, to its basic nine classes. The Project gave five regular performances and a faculty benefit. In addition, the Maynard dance class performed at the River Festival on the Main Stage and the boy's class danced at the Multi-Cultural Art Center's birthday party.

The City's Youth Programs operated out of 6 Teen Centers at Cambridgeport, East Cambridge, Gately, Hoyt, Longfellow, and West Cambridge, and 6 drop-in programs at Agassiz, Harrington, Kennedy, Tobin, Roberts/Maynard, and Fletcher. This network of neighborhood teen sites provide



The advanced dance class of the Cambridge Performance Project relax with their teachers, dancer Joan Green and musician Syd Smart at the Kennedy School. The Project offers afterschool dance and theater classes to over 200 Cambridge children 5 - 14.



Eager artists at the Fletcher Neighborhood Council's "Arts in The Park" program at Sennott Park. One of several popular summer parks activities sponsored by Community & Youth.

youth with a variety of programs and services geared to enhance the quality of life of Cambridge youth. This year saw the successful implementation of City-wide pre-teen special events such as the Cambridge Youth Games and Cambridge Youth Expression Theatre Event. Flag Football, Basketball, Youth Floor Hockey Leagues, and the continuation of the violence prevention program were offered at all Youth Centers.

Child Care

Currently the largest single childcare provider in the City of Cambridge, the Childcare Division provides services to

approximately 300 children in 6 afterschool programs (Fitzgerald, Graham & Parks, Harrington, King/Longfellow, Maynard/Fletcher and Morse) and 4 preschool programs (Fitzgerald, Haggerty, King and Longfellow).

A highlight for the Childcare Division this year was a major fundraising event, the "Kick in for Kids" Road Race held in April. The race was supported by major corporate sponsors such as Le Pli and Spaulding and Slye, and many other local businesses who made generous contributions. Over 400 runners participated and raised additional money by soliciting pledges. The race effort drew volunteer support from throughout the Department of Human Services staff and the Cambridge community. It was a wonderful day for the participants and the spectators alike, and the Road Race was a great financial success, as well, raising approximately \$20,000.

For the first time this past year, school age childcare programs were licensed by the Massachusetts Office for Children. Each of the 6 after-school programs participated in an extensive licensing review process, which covered all aspects of the programs' operation, including policies, curriculum, staff qualifications, classroom space and equipment, and training. This was a long but worthwhile process, and all of the programs have now received their licenses.

The Afterschools have continued to develop new programming to meet the varied needs of school age children. Two Afterschools collaborated with the Recreation Division to offer a swim program at the War Memorial Pool. A special event for all the Afterschools was "Multi-Fest", a participatory arts program featuring storytellers, musicians and dancers from diverse cultures; the program was sponsored by the Maynard Afterschool and enjoyed by everyone.

The Preschool programs continue to provide nurturing environments and a wide array of developmentally appropriate activities for children ages 2.9 to 5 years old, with half-day programs at the Haggerty and the Fitzgerald, and full-day programs at the Longfellow and King. The Haggerty and the King preschools have participated in the "Cambridge Literacy/Curriculum Connections Project", a program funded by a grant from Chapter 188 (The Massachusetts Education Return Law) to develop "whole language" literacy programs in Cambridge preschool and kindergarten classrooms. The Longfellow Preschool received services from another project of the same grant, "Supporting Children in Preschool", which places trained auxiliary staff in the preschool classroom to provide special support for individual children.

The Childcare programs offered by the City are supported by a variety of sources including municipal revenues. The primary financial support for the program, however, comes from the tuition charged to parents. In addition, funds from the Commonwealth's Department of Social Services support the tuition for 36 income-eligible children. Tuition costs are covered by the State for those children whose mothers are on AFDC and are enrolled in the State's Employment and Training Program. Currently, there are 33 children receiving such support. This year, 44 tuition paying children were awarded partial scholarships from the program's total revenues.

Planning and Development

In FY89, the Planning and Development Division, continued to assess the changing human service needs of the Cambridge community, and to respond by providing services directly, or by assisting other service providers, with funds or other resources. The Division provided staff assistance toward the development of a comprehensive Children and Youth Policy for Cambridge. Under the leadership of the Vice Mayor, and in collaboration with the Children and Youth Policy Advisor and students from the Kennedy School of Government, research reports have been produced in the following four categories: Alcohol and Other Drug Abuse; Health Care and Nutrition; Provision of Basic Needs; and Available Resources in Cambridge for Children Ages 0-5. Future efforts will address eight additional areas. Staff also participated with other local and State agencies in early planning for a women's shelter to open in the coming year. Technical and financial assistance were provided to St. Paul's AME Church to expand its capacity to provide lodging and supportive services for homeless families. The City administered federal Emergency Shelter Grant funds for facility repairs and improvements and services at seven shelters in Cambridge, and participated in the State Winter Response Plan, which added 60 emergency beds at several facilities in the community. Division staff also facilitated the involvement of a number of Cambridge churches in providing such services as meals for homeless persons.

Having moved to a newly renovated facility at 19 Brookline Street, the Multi-Service Center was able to increase access to needed services for homeless individuals and families. In addition to Housing Search and Emergency Services staff, the Center now houses Cambridge Hospital personnel serving this population, and service providers from the Department of Mental Health; Shelter, Inc; Cambridge Family and Children Service/Teens in Transition Resource Center; and the CEOC Furniture Bank. Approximately 75 individuals were assisted in finding and securing permanent housing through the efforts of staff at the Multi-Service Center. In aiding homeless individuals and families, staff were able to call upon several funds outside of the City's administration, as well as the privately-funded Cambridge Fund for Housing the Homeless which was administered by the City and used to help about 100 persons to end their homelessness, by paying such necessary expenses as security deposits in selected cases. Division staff funded through a State Housing Search contract placed the 150th family since program inception in permanent housing; extended stabilization services to both families and landlords to ensure that the placements continue successfully.

During FY89, the Division administered \$277,949 in Community Development Block Grant funds to 15 community agencies for a variety of human service programs which benefit primarily low and moderate income persons. Also benefitting from CDBG funds were Department of Human Service Programs operations in Adolescent and Family Services, the Multi-Service Center and Elder Housing, which became a component of Emergency Services this year. Also

under Division administration was \$72,148 in Gateway Cities funding for literacy classes, immigration counseling and mental health services for newcomer and linguistic minority populations, served through three community agencies, the Community Learning Center and the Cambridge Hospital. Within the Adolescent and Family Services unit, collaborative endeavors with other community service providers increased and improved services offered to youth and their families. Staff provided short-term counseling and therapeutic services independently, and as a participant in the multi-agency Family and Youth Assistance Program. Other collaborative involvements included the Cambridge/Somerville Adolescent Task Force, the Truancy Review Panel, Joint Review at Cambridge and Somerville Mental Health Center, the Department of Social Services Area Board, and within the Cambridge School Department, the Human Services Collaborative and the Dropout Prevention Program.

Community Learning Center

The Community Learning Center, the City's designated adult basic education provider for the past 18 years, served over 1,400 adults in FY89 at its main location in Central Square, and its satellite locations in the community schools, public housing developments, the library, and a community center. Programs are offered in four major areas: English-as-a-Second Language (ESL); Literacy/Adult Basic Education (ABE); GED preparation; and the Adult Diploma Program. These programs are accessible and free to all Cambridge residents, and students who attend classes receive personal, academic and vocational counseling at the Center.

The Center was supported from a variety of sources including municipal revenues matched by state grants from the Department of Education, the Department of Public Welfare ET Choices Program, the Cambridge Housing Authority, Employment Resources, Inc., Gateway Cities, and the Massachusetts Board of Library Commissioners.

During FY89, the Center continued to increase services to low literacy adults in need of beginning English and/or basic skills instruction, strengthened its ESL Literacy Program and worked in collaboration with CHAMA and Centro Presente to serve Cambridge's most recent immigrant and refugee populations. With funds from the Commonwealth Literacy Corps., the Learning Center trained and placed 145 volunteers with our adult students. In addition, a new basic skills program planned in cooperation with the Cambridge Hospital will begin to offer basic skills for city employees, classes will be held at the Cambridge Hospital.

Council on Aging

The Council on Aging is the primary municipal resource for Cambridge elders. It works to improve the quality of life for Cambridge elders by identifying needs, information and referral services, and serving as an advocate and public policy voice on aging issues. During the past year over 5,000



Eileen Kimball doing inter-generational ceramics class through Council on Aging - Aberdeen Library.

individual elders received services from the Council's five full-time and five part-time staff, Senior Aides, and over 100 other volunteers.

This has been a year of collaboration for the Council with other Cambridge groups and agencies. COA staff have been stationed at the YWCA and Committee of Elders to offer increased access to services. A number of agencies joined forces this year to prepare for a potential heat crisis for the City's elders; with the Council serving as the central focal point. Over 500 elders came to our presentation on "Heat Stress and Your Heart". The Housing Assistance Program has provided more service to low income and homeless elders and has offered special outreach to the City's minority elders. Staff have worked diligently to maintain housing options for the very low income (such as rooming houses) and to increase the availability of affordable housing through legislative advocacy.

Health continues to be a top priority for the Council. The medical emergency information kits, *The Vial of Life*, has been distributed to over 1,000 elders this year. Congressman Joseph Kennedy II appeared as the keynote speaker at the Council's Annual Education and Health Workshop held in cooperation with Youville Hospital in May with over 200

elders in attendance. Our Fall Seminar Series provided 250 elders with information on health, elder rights, long-term care, education and volunteer opportunities.

The Council's Walking Club, the Energetics, exemplified health and fitness by participating in the **Walk for Hunger** raising over \$700. At the North Cambridge Senior Center seniors took advantage of a variety of health screening programs this year including a new Watch Our Weight Group, blood pressures, flu shots, podiatry services, hearing and vision screening, cholesterol screening, an arthritis program, and a Brown Bag Medication Program at which five local pharmacists and seven nutritionists reviewed the medications and vitamins used by individual participants and explained their proper use. The Senior Center continues to offer both vision and stroke support groups.

The Senior Center has expanded in many ways this year. The Center officially opened its third day which houses both a kitchen and a lunch site, allowing daily lunches to now be served. The Center recognized the need to reach more men in its programming and has begun a new Men's Club offering monthly men's luncheons and group activities. The Center's craft group graciously donated a new television, VCR, and Xerox machine for the Center from its craft proceeds. And the Center now has a cozy new lounge completely furnished thanks to Carl Barron of Putnam Furniture.

This was a year of innovation and joining of the generations. In an attempt to raise the awareness of Cambridge residents to the existence of nursing homes in their community and the eventual adoption of each Home by the neighborhood in which it resides, the Cambridge Council on Aging, in cooperation with the Community and Youth Division of the Human Services Department, sponsored a summer Nursing Home Pilot Program in which well elders and youth from the Kennedy and Fitzgerald Community Schools were assigned as partners to elders residing in the Cambridge Nursing Home and the Harvard Manor Nursing Home. The Program included trips to the Aquarium, a boat ride to George's Island, a Trolley Tour of Boston, bowling, and luncheons.

State budget cuts this year have meant fewer services to Cambridge elders through our local Home Care agency, increasing the number of frail elders at the City's doorstep. The Council has responded to this need through increased outreach, social service support, counseling, housing assistance, transportation, and information and referral services. The Council's Friendly Visitor Program has become a vital source of companionship for many of our frailest elders, enabling them to maintain more independent and enriched lives in the community. The Council also serves as a resource for the entire community through its SERVE program (Serve and Enrich Retirement Through Volunteer Experience) offering many community agencies the priceless resource of the experience and commitment of older volunteers. The Council's Mutual Aid program matches isolated elders with the companionship of others, offering unique opportunities for social interaction and special trips.

Our Information and Referral Program has truly come into its own this year with a new computerized database of elder resources, allowing us to more accurately know the numbers of elders served and offering up-to-date information to agencies and elders alike. Elders may call or stop in for help.

Benefits counseling and health insurance assistance are offered at our 51 Inman Street office as well as at the Senior Center in North Cambridge. This year our Information and Referral (I & R) Program became a member of the Greater Boston Information and Referral Network as well as the Mass. Alliance of I & R's and the National Alliance of I & R's.

The Council is strengthening and expanding its commitment to meet the needs of minority elders. This year, the Council applied for and received a special federal grant to provide services to Haitian elders in Cambridge. Minority participation at the Senior Center has doubled this year and our I & R Program has developed closer linkages with the local minority agencies including CHAMA (Haitian), COPA (Portuguese), and Concilio Hispano (Hispanic). Staff are also beginning to become active in the City's new Multicultural Committee for future programming.

The Council on Aging has responded to the needs of nearly one third of the City's elders in the past year, of which 23% were minority elders and nearly half were over age 75 or homebound/disabled. Through a comprehensive array of services and programs, the City continues to help meet the changing needs of its elder population.

Veteran's Services

The Department of Veterans' Services acts as an advocate for Veterans who served their country honorably during wartime. Financial and medical assistance is provided to eligible veterans, their dependents and to their parents in accordance with Massachusetts General Laws, Chapter 115. These benefits are reimbursed to the City by the Commonwealth at the rate of seventy-five percent.

During FY89, the Department processed over 500 applications. Included were Veterans Administration claims for Death and Disability, applications for burial and Grave Markers and assisted pensioners with their Veterans Administration Eligibility Reports.

The Veterans Administration compensated the Department the sum of \$5,550.00 for graves in the Veterans Lots of the Cambridge Cemetery.

Cambridge Veterans and their dependents continue to receive Veterans Administration benefits in excess of eight million dollars during FY89.

The Department of Veterans' Services in coordination with the Cambridge Veterans Organization manages the Patriots Day, Memorial Day and Veterans Day Observances. Other activities include the decoration of streets, squares and

parks named in honor of deceased Veterans, as well as placing a flag on the graves of all Veterans buried within the City.

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."

The Women's Commission has three areas of responsibility: advise and support the work of city officials, agencies and departments on policy and programs affecting women; to provide a link between City Hall and community based women's and neighborhood groups; present educational programming in the community and work on legislative issues at the state level which affect women in Cambridge.

Working with other City departments:

The Women's Commission worked actively to develop, raise funds for the hire staff for the State's only school-based primary care Teen Health Center at Cambridge Rindge and Latin School. The Commission also continues to staff the Women's Health Task Force which supports and proposes changes in women's health services at The Cambridge Hospital, including the new Midwifery Service which targets services to Haitian, Hispanic and Portuguese women and their families. With the Cambridge Public Schools, the Women's Commission helped draft guidelines for Child Abuse, Sexual Assault, Sexual Harassment and Rape for students, teachers and other staff which will be implemented in the Fall of 1989.

Working with women's and community organizations:

The Women's Commission has provided linkages among the Rape Crisis Center, Transition House for Battered Women, EMERGE Counseling for Violent Men and the City's School Department to create a plan for preventing or identifying Child Abuse through classroom programs. Through a fund-raising women's concert series, the Commission raised funds which were dispersed to five community-based organizations to provide health and safety services to women who speak languages other than English. The Women's Commission helped to create and staff Cambridge Women in Cable TV, a network of over 100 women who produce a monthly cable TV show on women's issues.

Working on legislation and social policy:

The Women's Commission staff wrote the section on "Women and Welfare" for the "Women's Legislative Network Budget Project" to encourage the State Legislature to increase welfare benefits to the federal poverty level. The Commission has focused on budget items and bills to increase housing options for poor families, to enact pay equity policies at the State and local levels and to counteract devastating service cuts in battered women's, family planning, women's health services and AIDS funding during the 1990 state budget crisis. The Commission is a founding member of the Tax Equity Alliance of Massachusetts to develop fair taxation policies and adequate revenues for programs needed by women.

In keeping with the Commission's long tradition of supporting union organizing efforts among women, the Commission was honored to be asked to officially count the votes at the first contract ratification election conducted by the Harvard Union of Clerical and Technical Workers. That contract contains new initiatives in child care, family policy and educational options. The Commission also worked with Local 26, Hotel and Restaurant Workers Union, to achieve its groundbreaking Housing Trust Fund as part of its 1988-89 contract demands.

Human Rights Commission

Since 1985, the Cambridge Human Rights Commission has attempted to ensure that all individuals in Cambridge have an understanding of their rights and responsibilities in an attempt to maintain an atmosphere free of discrimination, prejudice and bigotry.

The Human Rights Commission directs the Commission to investigate and resolve charges of discrimination in housing, employment, public accommodation, education, credit, insurance and provision of city services. No individual may be discriminated against because of race, color, sex, age, religion, disability, national origin, sexual orientation, marital status, family status, military status or source of income.

The Commission is comprised of eleven residents of Cambridge, volunteers, who act as a policy board, staffed by an executive director and an administrative assistant.

The Commissioner and staff implement the ordinance as advocates for the law. Our mandate includes receiving and resolving complaints and assuming a community education role. The legal role, processing complaint is to a large degree reactive. The education role is viewed as proactive and preventative.

The Commission provides referrals, counseling and follow up. The Commission has worked with and continue to strengthen collaboration with the schools, the AIDS Task Force, other city

commissions and committees such as Peace, Women's, Handicapped, the Community Housing Resource Board and Fair Housing Committee. The Commission serves as a placement for law students interested in civil rights and responds to requests for information about our enabling ordinance as we are seen nationally as a model. We should also note that the new federal housing law, as amended in 1988, extends coverage and protection to families and the disabled – five years after the City of Cambridge did so.

The Commission distinguishes between formal and informal complaints, although informal complaints need for investigation and mediation, or in requiring educational and advisory resources for both the claimant and respondent in order to resolve a complaint at the informal stage.

Approximately 50% of cases are employment related, 30% are housing, and the remaining are a variety of "other", including public accommodation, city services, harassment. The work of the Commission continues to reflect the commitment of the city to provide the benefits of a free and open society to individuals in Cambridge.

Education and Outreach

During fiscal year 1989, the Cambridge Human Rights Commission not only carried out its mandate to enforce the city's Human Rights Ordinance, but also met another important goal: to provide technical assistance and educational programs for Cambridge citizens and organizations as part of the effort to eradicate prejudice and discrimination.

A substantial amount of time was devoted to community outreach and education. By fulfilling requests received for information on the requirements of the ordinance, the Commission educated realtors, employers and others as to their responsibilities under the law. By providing practical materials and assistance to various community organizations, city institutions and non-profit social service providers, the Commission has provided a valuable resource for the community.

Technical assistance was provided to Cambridge Hospital in the area of patients' rights. Cambridge Community Services requested the Commission's participation in the Adolescent Parenting Program at the high school with a focus on the role young parents play in teaching their children about prejudice and racism. A workshop was provided for the staff of Somerville/Cambridge Elder Services on the subject of cultural difference, cross-cultural communication. At the request of the Cambridge Peace Commission, the Executive Director of the Commission made a presentation at the Peace Camp on the role of the Human Rights Commission as an alternative dispute resolution model.

In conjunction with the other member commissions of the Eastern Regional Local Human Rights Network, the Commission co-sponsored a day-long information sharing conference held in Framingham. The Commissioners made presentations on the history of the Cambridge Ordinance, its scope and powers, and the role of Commissioners under the Ordinance.

The Commission continues to actively participate in the work of the Cambridge Community Housing Resource Board and the Cambridge Fair Housing Committee. The Commission's primary role is to act as a legal advisor on the issue of housing discrimination, providing technical assistance on a needed basis. The Commission sat on the Public Policy Subcommittee of the Cambridge AIDS Task Force and assisted with the editing of the final draft of the proposed citywide AIDS Employment Policy Guidelines. The Commission has also contributed to the AIDS informational brochure published this year by the Task Force. With the continued cooperation of the Cambridge Police Department, the Commission will continue to develop and refine the workshop on the Cambridge Human Rights Ordinance offered to incoming classes of new police officers.

New Efforts

A series of training modules were developed for Commissioners and these will be replicated for new Commissioners as part of their orientation. A brochure explaining the human rights ordinance was published in Spanish, French Creole, Portuguese and English, and was distributed throughout the community.

In September of 1988, a contract was signed with the U.S. Department of Housing and Urban Development to provide complaint investigation and resolution in areas of discrimination covered by the federal law in cases referred to the Cambridge Commission by HUD. This capacity building contract, in the amount of \$34,000 requires the Commission to implement a new case reporting system and to accept and resolve complaints under certain time constraints. Therefore, a greater proportion of the contract was budgeted to hire a part-time housing case coordinator to investigate housing complaints and provide educational resources to the Cambridge community. An IBM computer was purchased according to the contract guidelines to facilitate appropriate record keeping and reporting.

New Commissioners appointed in the Fall of 1988 were Susan Freireich, Timothy Hiebert, Rita Sabina Mandos, Elaine Noble, Janis Pryor, and Cliff Robinson. They brought to the Commission expertise and experience in the fields of media/communications, mental health, immigration, law, and management. Remaining from the previous year were Val Hinderlie, Monica Llano, Lorenzo Parra, Gerald Ryan and Betsy Anne Youngholm. Officers elected to the Commission mandated by law for terms January 1989 to January 1990 were: Betsy Anne Youngholm, Chair; Janis Pryor, Vice-Chair; Gerald Ryan, Clerk-Treasurer.

FY90 Goals

- As required by the HUD contract, to implement a new case reporting system and to standardize procedures;
- To continue to work with the Middlesex District

Attorney's office, other state agencies, City departments and neighborhood organizations, to support and maintain civil rights on non-discriminatory practices in Cambridge.

- To hold several workshops for the public concerning AIDS, fair housing and immigration issues in conjunction with other private and public organizations in Cambridge.
- To produce issue specific brochures explaining rights and responsibilities in these areas anti-discrimination law.
- To consolidate and expand the Commission's work with the Cambridge Public Schools: The Commission expects the poster contest and an essay contest to become annual collaborative events.
- To refine and standardize training packages to answer requests for assistance and training from City departments and other organizations in Cambridge.
- To regulate publication and distribution of a Commission newsletter.
- To regulate procedures for monitoring compliance in City contracts, the Human Rights Ordinance posting requirements, and predetermination settlement agreements.

The Commission was without permanent staff from January through June of 1989, the work of the Commission being administered by the Commissioners. Following the appointment of a new Executive Director, Janice Platner, in July and the hiring of a full-time administrative assistant and a part-time housing case coordinator in August, we look forward to a productive year for FY90.

The Schools

Fiscal '89 might be termed a year of "challenges and championships" for the Cambridge Public Schools.

The first major challenge occurred with the resignation of Schools' Superintendent Dr. Robert Peterkin. Dr. Peterkin announced he had accepted the position of Schools' Superintendent in Milwaukee, Wisconsin in May. The School Committee appointed then Assistant Superintendent Mary Lou McGrath as Acting Superintendent of Schools, effective July 1, 1988, the date of Dr. Peterkin's resignation. In turn, Ms. McGrath recommended the appointment of two Acting Assistant Superintendents, Patrick Murphy, Assistant Director of Bureau of Pupil Services and Sandra Spooner, Assistant Direc-

tor of Chapter I Programs. Later in the year, both were appointed on a permanent basis. The Committee also assigned Albert Giroux, Public Relations Director, to coordinate the search for a new superintendent, a process that since 1972 involved input from faculty, parents, students and the community.

Ms. McGrath assumed her new responsibilities faced with the traditionally difficult procedure of preparing for the beginning of a new school year. These issues were combined with the greater challenge of resolving teacher collective bargaining issues, unresolved following several months of negotiations.

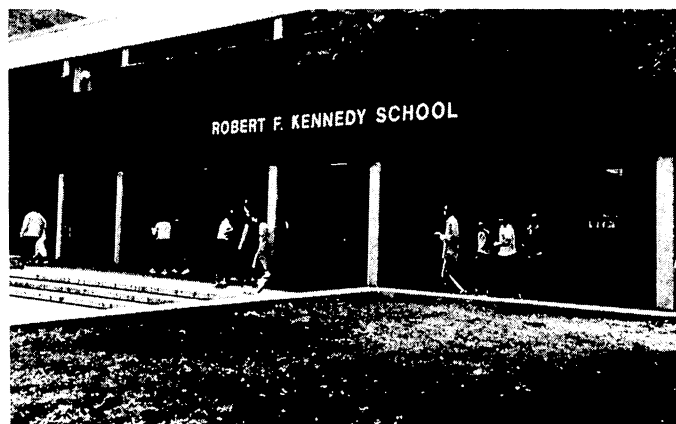
The 1988-89 school year began smoothly, despite a threatened strike by teachers, averted on Columbus Day through a contract settlement resulting from the cooperation of School Committee Chairman Mayor Alfred Vellucci, City Manager Robert Healy, Acting Superintendent McGrath and Cambridge Teachers' Association President Marie Orben.

The contract crisis behind them, the School Committee moved to select a permanent superintendent. The search process produced 37 highly qualified applicants, ranging geographically from Alaska to South Carolina. With the assistance of staff and community review and interviewing panels, this number was culled to three top educators. On December 20, 1988, the School Committee elected Mary Lou McGrath as the first woman Superintendent of Schools in the City's history.

While the administrative level of the schools was directed toward solving challenges, teachers and students continued to focus on the main purpose of public education, and academics. The CRLS Science team defeated public and private schools in a series of competitions and ultimately won the North Shore Science Championship. The CRLS Drama Team, for the third successive year, captured top honors at the Massachusetts Drama Festival and the New England Drama competition. The Academic Decathlon Team won 11 regional gold medals and placed fourth in the state-wide contest of over 100 schools. The Debating Team shared first place in state competitions and Josh Handley won the highest state debating honor. In math, junior Rachel Pries, topped CRLS in the National American High School Math Exam and captured the "grand prize" in the school's science fair.

As students' accomplishments mounted, teachers such as William McLaurin, who was selected as one of the ten outstanding minority teachers in the nation by Ebony Magazine, Phyllis Kowlowski and Evelyn Woldman, who received national recognition for developing educational computer software, and Linda Ferullo, who won first prize in a national computer curriculum contest brought honors to the City.

Two Cambridge School programs were also the focus of the National media during FY89. The "Cambridge Controlled Choice School Desegregation Plan" was recognized by then U.S. Education Commission William Bennett. The "Controlled Choice" program in past years had been considered a national model by educators across the country and continues to receive laurels from Massachusetts Education Com-



Cambridge - Students arrive early for class at the Robert F. Kennedy School where breakfast is served in the cafeteria at 7:15 a.m.

missioner Harold Reynolds. The Cambridge "AMIGOS" project, a program that offers elementary school children of American and Hispanic backgrounds, a setting to share language and culture, was named an "Exemplary Education" program by the State, the only bilingual program in Massachusetts to receive this honor.

The CRLS Russian class also received instruction first hand by inviting Russian students to visit CRLS and, in turn participated in the first non-government organized public school trip to Russia. During this journey, CRLS music students, in particular the Hazz Ensemble, dazzled the Soviet audiences.



Graham and Parks School Teacher Patricia Berkley reviews a spelling lesson with a Haitian Transitional Bilingual class. Cambridge serves students who speak 46 different languages or dialects.

Parents also appeared to appreciate the City's public education program. An independent survey indicated that 93% of the parents interviewed agreed that, "Cambridge teachers are committed to teaching and respect the children" and, "94% of the students feel safe in school."

Air quality problems at CRLS, presented a late-year crisis to school and city administrators. While numerous tests of the CRLS environment, conducted since the 1981 renovations, indicated conditions in the school did not constitute a health risk. However, increased Co2 levels, a by product of energy economy efforts, were noted. City and School officials, with the assistance of Health Department, Harvard, MIT and Boston University environmental and medical teams, embarked upon a total effort in FY89 to meet faculty environmental expectations. Improvement of air quality in all schools is a continuing effort.

During FY89, Cambridge Schools served over 7,653 students in 14 buildings with 85 administrators, 711 teachers, and 340 full-time support personnel funded by \$38.9 million in local taxes and \$21.7 million in State and Federal aid. Cost per pupil equaled \$8,131. Of the 9,061 school-aged children in the City, 84.8% attend public schools, 50.1% are minority, and 48.9% receive free or reduced price lunches. Special needs programs serve 24.7% and 10.9% are enrolled in bilingual programs.

The Cambridge Schools include students representing 64 nations who speak, as a primary language, 46 different languages or dialects. Of the 486 graduates in 1989, 48% were accepted to 4-year colleges and 18% to two-year schools, 2.8% chose vocational education and 31.2% selected work, military service or marriage.

FISCAL YEAR 1989 – CAMBRIDGE FACTS ON FILE

GENERAL

Population: (based on 1988 Bureau of Census)	91,260
Area (Square Miles):	6.26

POPULATION CHARACTERISTIC (based on 1980 Census)

White:	82%
Black:	11%
Hispanic:	5%
Asian:	4%
Other:	3%
Median Age:	28.6
Four or more years of College Education	
25 years old and over:	43.1%
High School Graduates	
25 years old and over:	76.2%

GOVERNMENT

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

FINANCE

City Budget:	\$216,224,406
School Budget:	\$61.4 million
Number of Full-time City Employees:	2,236
Number of School Full-time Employees:	1,136
Total Assessment:	7.3 Billion
Bonded Indebtedness:	56.9 Million
Tax Rate – Residential:	9.23
Tax Rate – Commercial:	20.06
Excise Rate:	\$25 per thousand
Water Rate:	.85 per 100 cubic feet
Sewer Rate:	1.37 per 100 cubic feet

PUBLIC SCHOOL SYSTEM

Elementary Schools:	13
High Schools:	1
Number of Students:	7,653
Number of Teachers:	711
Cost per Pupil	\$8,131
Elementary:	4,657
Secondary:	2,253
Composition of Students	
Non-Minority:	49.9%
Minority	50.1%

ECONOMIC

Per Capita Income (based on 1985 Census):	\$13,494
Median Family Income (based on 1979 Census):	\$17,845
Unemployment Rate (based on 1989 Census):	2.4%
Number of Buildings (based on 1988 Census):	10,836
Number of Units (as of 1988):	41,977

Average Value (as of 1989)

One Family:	\$360,000
Two Family:	\$305,000
Three Family or more :	\$314,000

GENERAL INFORMATION

Number of Parks/Open Spaces:	67
Number of Recreation Teen Centers:	6
Number of Community Schools:	13
Number of Senior Citizen Centers:	2
Number of Golf Courses:	1

FOUR LONGEST STREETS

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

INSTITUTIONS OF HIGHER LEARNING

Harvard/Radcliffe
Massachusetts Institute of Technology
Lesley College
Cambridge College

TEN LARGEST EMPLOYERS IN THE CITY :

Name of Employer	Nature of Business	1989 Employees
Harvard University	Education	9,361
Massachusetts Institute of Technology	Education	7,947
City of Cambridge	Government	3,355
Draper Labs	Research & Development	2,142
Polaroid	Photographic & Optic Equipment	2,079
Mt. Auburn Hospital	Medical	1,840
Bolt, Beranek & Newman	Research & Development	1,730
Lotus Development Corporation	Research & Development	1,700
Arthur D. Little	Research & Development	1,250
Department of Transportation	Government	1,117

Department Heads

Affirmative Action:

William A. Gomes

Animal Commission:

Mark W. McCabe

Arts Council:

Annabelle Hebert

Assessing:

Sally Powers

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 B. Spears

Darlene Bonislowski

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. Chalfen, M.D.

John G. O'Brien

Historical Commission:

Charles Sullivan

Human Rights Commission:

Janice Platner

Human Services:

Jill Herold

Inspectional Services:

Joseph J. Cellucci

Law:

Russell B. Higley

Library:

Joseph G. Sakey

License:

James Thaddeus McDavitt

Neville Manor:

Gerald L. MacDonald

**Nuclear Disarmament &
Peace Education Commission:**

Cathy Hoffman

Personnel:

Michael P. Gardner

Police:

Anthony G. Paolillo

Public Works:

William Sommers

Purchasing:

Barbara L. Duffy

Rent Control:

Donna Turley/Acting Dir.

School:

Mary Lou McGrath

Sealer-Weights & Measures:

Robert K. Laffin

Traffic and Parking:

George Teso

Veterans' Benefits/Services:

William J. Cabral

Water:

John J. Cusack, Jr.

Women's Commission:

Nancy M. Ryan

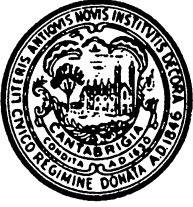
Department Telephone Numbers

Department	Tel. No.	Department	Tel. No.
Affirmative Action	498-9024	Inspectional Services	499-6100
Animal Commission	498-9041	Law	498-9020
Arts Council	498-9033	Library	498-9080
Assessors	498-9007	License Commission	499-6140
Auditing	498-9008	Mayor	498-9090
Budget	498-9009	Neville Manor	492-6310
Cable T.V.	498-9080	Parking Violations	498-9036
Cemetery	498-9053	Peace Commission	498-9000
City Clerk	498-9017	Personnel	498-9024
City Council	498-9094	Police	498-9300
Community Development	498-9034	Police Review & Advisory Board	499-6155
Conservation Commission	498-9048	Printing	498-9026
Consumer Commission	499-6150	Public Works	498-9051
Council on Aging	498-9039	Purchasing	498-9027
Data Processing	498-9069	Recreation	498-9028
Elections	498-9087	Rent Control	499-6161
Electrical	876-0125	Revenue	498-9030
Emergency Management	498-1590	Schools	498-9200
Executive	498-9011	Traffic & Parking	498-9042
Fire	876-0125	Treasury	498-9032
Handicapped Commission	498-9000	Veterans Services	498-9044
Health & Hospital	498-1000	Water Department	498-9070
Historical Commission	498-9040	Weights & Measures	498-6133
Human Rights Commission	498-9049	Women's Commission	498-9014
Human Services	498-9076		

**ANNUAL
REPORT
CREDITS**

Layout and Mechanicals
Recycled Paper
Recycled Cover Stock
Printing
Composing
Cover Design
Inside Photos

Irving Graphics / Printing & Publishing
70 pounds
60 pounds
Irving Graphics / Printing & Publishing
Annual Report Compiled by the Budget Department
Budget Department
Maclone Photos
Ed Fowler
Roy-Alan Hansen
DHSP Staff



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
TEL. 498-9011

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

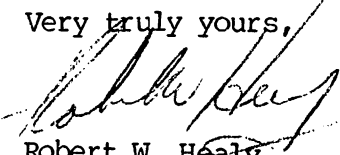
RICHARD C. ROSSI
Deputy City Manager

February 26, 1990

To The Honorable, The City Council:

Enclosed, please find a copy of the City's Annual Report for
1988-1989.

Very truly yours,


Robert W. Healy
City Manager

RWH/mev
enclosure

Agenda # 1
S-186
1988-1989 Annual Report.

In City Council,
February 26, 1990

Placed on file



CITY OF CAMBRIDGE

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
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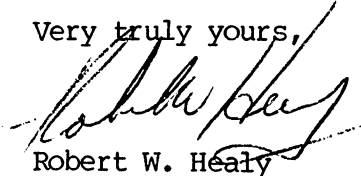
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