



September 26, 2016

To the Honorable, the City Council:

As I prepare for my last City Council meeting as City Manager, I have been reflecting not only on the accomplishments that I have been a part of over the past 45 years, but also the incredible number of new programs, services, and initiatives that City staff have achieved or embarked on during my three-year tenure as City Manager. As you will see as you read through this document, many of these accomplishments are initiatives of the City Council, implemented by staff over the past three-years. Before I depart, I wanted to share with you some of the accomplishments we have achieved together to improve the lives of residents and the city.

Community Benefits (Mitigation)

- Development of a framework and process for the allocation of Community Benefits (financial commitments related to zoning ordinance amendments and special permit conditions). The Community Benefits Ordinance was ordained, and the Mitigation Revenue Stabilization and Community Benefits Stabilization Funds were established. Currently a comprehensive needs assessment is being undertaken by an outside consultant, guided by an Advisory Committee which includes the nonprofit community. This assessment will inform decisions about funding priorities as well as future recommendations for investments.

Early Childhood Initiative

- An Early Childhood Task Force was formed to develop a set of recommendations to support the creation of a coordinated early childhood system and to build on the strong existing base of programs and services. In support of those recommendations an Early Childhood Director was hired and, in conjunction with the Cambridge Housing Authority, pre-school slots were expanded.

College for Success Initiative

- The vision of the College Success Initiative is that low-income graduates of Cambridge Rindge and Latin School (CRLS), and non-traditional students will obtain a post-secondary credential at a rate equal to their non-low-income peers. Collaborating partners on this new initiative includes CRLS (Leadership and Guidance staff), Department of Human Service Programs, non-profit college access programs, and higher education representatives. A Coordinator was hired in November 2014.

Science, Technology, Engineering, Arts and Mathematics (STEAM)

- The Core Purpose of the initiative is - through high quality STEAM programming, ensuring that all residents in Cambridge are STEAM literate and possess 21st Century Skills to be successful, engaged, and responsible citizens in a rapidly changing world. Since February 2016, when the City hired its first STEAM coordinator, there has been a strategic planning process with a variety of stakeholders from businesses, academia, the Cambridge Public Schools and the community.

Boards and Commissions

- A new Citizen's Civic Unity Committee was created. Its mission is to preserve and enhance Cambridge as a diverse and welcoming place to live, work, and visit.

- An intern was hired to work closely with the City's GLBT Commission on a study of the needs of elder GLBT residents related to healthcare services and housing in the City and is currently working on a study of policy and practices regarding afterschool programs with respect to LGBTQ youth.
- A Broadband Task Force was appointed and consultants were hired to examine broadband service in Cambridge and evaluate the city's internet infrastructure.
- Members were appointed to the Cambridge Commission on Immigrant Rights & Citizenship, which is holding its first meeting this month.

Domestic Violence Initiative

- In 2014, the City hired a Coordinator for the Domestic Violence and Gender Based Violence Prevention (DGBVP) Initiative to engage and mobilize Cambridge's communities, agencies, and City departments to change attitudes, policies, and practices to prevent and bring attention to domestic and gender-based violence
- The Cambridge Police Department collaborated with the City's DGBVP Coordinator and community partners on a number of trainings, including annual in-service trainings for all sworn officers on domestic violence issues. The police staff including the Domestic Violence Liaison and recently created Licensed Social Worker also collaborated with DGBVP Coordinator in addressing community concerns, engaging in outreach, and working with community partners through the Cambridge Arlington Belmont High Risk Domestic Violence Team (CABHART) program.

Community Health Improvement Plan (CHIP)

- The public health department completed the city's first ever community health improvement plan in 2015, which set the city's health agenda through 2020. The plan was the culmination of a two-year effort to involve residents, organizations, and city government in identifying Cambridge's major health needs and developing feasible solutions.

Tobacco Ordinance

- At the recommendation of the City's Tobacco Advisory Committee, the City enacted the most comprehensive changes to the city's tobacco laws since 2003. The amendments, which included raising the purchase age of tobacco products and e-cigarettes to 21 and restricting on smoking in certain public parks, took effect on June 1, 2015.

Concussion Regulation

- The public health department promulgated a regulation to protect children of all ages who participate in youth athletic programs that use city-owned facilities. The local law took effect on September 1, 2015.

Homeless Engagement & Outreach

- 2 key recent initiatives supported by the City are the Department's continued Homeless Engagement and Outreach which include Quarterly Stakeholders Meetings and the weekly Homeless Outreach initiative. The purpose of these initiatives is to build stronger collaborations and form a multi-disciplinary group to bring direct services to the homeless population, including a newly created Homeless Court here in Cambridge, recently featured in the Boston Globe.

Safe Routes to School

- In 2015, the City launched a Safe Routes to School Program and the program was expanded to include 7 schools for the 2016-2017 academic year

1000 Books Before Kindergarten Campaign

- The Cambridge Public Library launched a multi-year program expected to reach 20,000 children and their families in support of early literacy and language development.

IT Governance and Restructure

- In response to the 2 major recommendations from the Gartner Report that was issued in April 2013, the City implemented an EGov governance structure and process and realigned ITD and added 8 new positions for phased hiring.
- This year, the City created a new public safety IT organizational chart to help better coordinate and facilitate the evolving technological needs of our public safety triad -- Police, Fire, and Emergency Communications.

Open Data

- The City created an Open Data Ordinance, hired an Open Data Program Manager, and established an Open Data Review Board, which includes members of the public, to democratize Cambridge's open data policies by ensuring that city staff and residents have a voice in the program.

What Works Cities

- Cambridge was selected to participate in Bloomberg Philanthropies' "What Work Cities", one of the largest-ever philanthropic efforts to enhance the use of data and evidence in the public sector. Cambridge was the first city in the Northeast to participate in this \$42 million initiative to help City Halls use data and evidence to improve residents' lives.

RAPIDSOS/Haven and Commonwealth Connect Apps

- Cambridge became one of the first cities in Massachusetts and in the country to collaborate with RapidSOS to provide residents improved access to 9-1-1 and emergency services, as well as other features that will improve mobile security and family connectivity.
- They City joined more than 70 other communities across Massachusetts using Commonwealth Connect as a tool for residents to submit non-emergency service requests to the city, retiring the City's custom built iReport App

Expanded On-Line Payment Services, Permits, Licenses, and Certifications

- The City's on-line tax and utility bill payment system roll out included bill payment reminders, automatic ACH deduction, and electronic billing. Also Municipal Lien Certificates and Scholarship donations have been added to the on-line payment menu. Also, the City expanded on-line payment options to include the Animal Commission, Clerks Office, Public Works permits, Inspectional Services permits, and is currently in the middle of the Fire Department implementation.

Expand WiFi

- ITD completed the assessment and buildout of existing City wifi increasing accessibility in all youth centers, senior centers, and libraries. A strategic planning process on the building out of a wifi network to highly utilized City-owned locations is underway

Regional Collaboration

- In addition to focusing on leading the City, the City Manager has been fostering regional problem-solving collaborations that benefit not only Cambridge, but also surrounding communities. During his tenure, he convened a regional working group to discuss the emerging Transportation Network Services issue; worked to help ensure the viability of the Green Line Extension Project; and supported the creation of the regional Life Sciences Corridor. It is important for the City to have strong working relationships with our regional partners, as many of the future problems that we need to face will require solutions that transcend our municipal borders.

GLX Plan

- The City worked with MassDOT, the City of Somerville, and other stakeholders in the region to reach agreement for contributing municipal funds to ensure that the Green Line Extension be constructed. The extension of the Green Line from Lechmere into Somerville will have substantial regional mobility benefits for Cambridge, Somerville, Medford and those travelling in the Green Line Corridor into Boston; it is an economic development catalyst for North Point.

Maintained AAA

- The City continued to receive a AAA rating from the three major ratings services, Fitch, Moody's and Standard & Poor's, reaffirming the City's financial stability from the financial sector. The AAA rating allows the City to borrow at a lower rate.

Reduced tax rates each year

- This is the fourth consecutive year the City has lowered its tax rates for both residential and commercial tax payers. We continue to provide high quality services residents expect and add new initiatives while controlling budget growth and not burdening the taxpayers.

Highest Free Cash/Excess Levy

- The Certified Free Cash balance for FY16 is \$202.5 million the largest free cash balance in the City's history. Through fiscal planning and monitoring of expenditures, the Free Cash balance has risen over 25% in the past three years.

Participatory Budgeting

- Participatory Budgeting (PB) has been an extremely successful community engagement tool and among our most open and inclusive processes. Since PB came to Cambridge in 2014, residents ages 12 and older have directly decided to spend \$1,128,000 on 13 capital projects ranging from bike repair stations to a public toilet to a freezer van that will enhance prepared food rescue deliveries to those in need. This December, residents will vote on how to spend \$700,000, an increase of \$100,000 from the previous year.

Updating License Commission Rules and Regulations

- License commission staff is reviewing and updating rules and regulations for innholders, alcohol, common victualler and entertainment licensees; drafting and implementing Leaf Blower Regulations in English and Spanish; providing training on Leaf Blower Ordinance and proper use of leaf blowers to all city employees and contractors; taking an aggressive approach to noise complaints, particularly leaf blowers, and having violation hearings, imposing and collecting fines; working with hackney and transportation companies to attempt to address the discrepancies between hackney and TNCs - which has resulted in drafting new regulations for hackneys currently under review by the law department; creating new applications on almost all License Commission licenses that are more streamlined and user friendly; and providing Opiate Seminars to licensees to address the opiate crisis in Cambridge and provide them the tools on how to deal with overdoses/impaired persons on the premises.

Central Square Cultural District

- The City received highly competitive state designation of Cultural District which ties together the diverse communities that exist in Central Square through a unified message that emphasizes and celebrates the unique mix of art, entertainment, education and food and science in Central Square.

Wage Theft Prevention Executive Order

- The City Manager issued an executive order that all contractors winning bids from the City must certify as part of the contract that they are, have and will not engage in taking wages from their employees.

Living Wage Ordinance Amendments

- The City now requires contractors for janitorial services to pay employees prevailing wage rates and other requirements to ensure the fair treatment of their employees.

Expanded Employee Benefits and Professional Development Opportunities

- The City began offering gender neutral paid parental leave to employees upon the birth/adoption/placement of a child, has increased the amount a sick leave an employee may use to care for a family/household member with a serious illness; and implemented a sick leave program for part time employees.
- Implemented the Cambridge Leadership Initiative (CLI) to facilitate the growth of current and emerging leaders, with a strong emphasis on cultural competency and increased tuition assistance and book reimbursement amounts to allow employees to pursue outside educational opportunities

Net Zero

- The City Manager appointed a task force comprised of residents, community advocates, business and property owners, developers and representatives of local universities to develop strategies for eliminating greenhouse gases from building operations. A 25-year Net Zero Action Plan was adopted by City Council in June 2015 and a 70% reduction in greenhouse gas emissions from building energy is targeted by 2040.

LED Lighting

- The City completed the LED conversion of all 4,900 neighborhood streetlights in the city and has completed the conversion of all LED lights in City-owned parks with the latest energy-efficient technology which provides more consistent and appropriate illumination. The City also completed installation of a citywide adaptive lighting control system that to further reduce overall power consumption by allowing for customized dimming of the new LED fixtures on each street based on neighborhood characteristics and time of day. This new lighting system meets federal transportation safety standards and was designed by lighting experts that surveyed every street in Cambridge in order to properly classify the street for appropriate lighting levels.
- The City Manager-appointed an Outdoor Lighting Task Force to work with a technical consultant to evaluate existing standards and technology innovations, offer guidance for a new ordinance, and propose new regulatory approaches. In June 2016, the City Manager proposed an Outdoor Lighting Ordinance that reflects a balance of multiple goals including, providing sufficient lighting for public safety, limiting excess lighting for protection of the night sky, and broader environmental impacts.

100% renewable energy

- Multiple departments along with consultants working to set the City on a trajectory to have all municipal buildings on 100% renewable energy.

Solar Virtual Net Metering Project (Renewable Energy)

- The City entered into Solar Virtual Net Metering agreement for four sites within the Boston area which accounts for 60% of the City's total virtual net metering appetite.

Cambridge Climate Vulnerability Assessment and Resilience/Preparedness Planning

- In December 2015, Part 1 of the Climate Change Vulnerability Assessment (CCVA) was issued and it focused on Cambridge's risk related to temperature and precipitation. The soon to be issued CCVA Part 2 report will address risks including sea level rise and storm surge and the combined reports will inform the Climate Change Preparedness Plan.

STAR Community Rating - 5 Stars

- In 2016, the City of Cambridge won national recognition by achieving a 5-STAR Rating from STAR Communities (STAR), a Washington D.C.-based nonprofit. Cambridge received the highest STAR score to date for its work on a range of issues including transportation choices, energy efficiency, arts and culture, and innovative programs for youth engagement and community policing.

Building Energy Use Disclosure Ordinance

- The Building Energy Use Disclosure Ordinance (BEUDO) was enacted in July 2014 as a key toward reducing Cambridge's greenhouse gas emissions. In FY16, Cambridge achieved a 95% compliance rate for BEUDO, supported with outreach, education and technical assistance to about 400 property owners of over 1,000 buildings.

Georgetown University Prize Participation

- As one of 50 communities nationally, Cambridge is a semi-finalist in the national competition to reduce the City's energy use. Supported by the City Manager and City staff, Cambridge hosted a regional conference in 2016 and there are 3 public schools participating in E-inc energy education program.

Glocal Challenge

- The City engaged over 125 CRLS students in a competition to look at global challenges that have local implications: students were challenged to create proposals to decrease energy use in Cambridge. In 2016, the program expanded to include a workforce development piece by employing winning teams to implement portions of their proposals with the Community Development Department (CDD), including 19 young people hired through the Mayors Summer Youth Employment Program.

Organic Waste Collection

- Household organic waste was piloted in portion of the Monday route in 2014 and was expanded to the entire Monday route in the fall of 2015, collecting approximately 7 tons per day and has proved very popular. We expect to expand City wide in 2017.

Bring Your Own Bag Ordinance (BYOB)

- This BYOB ordinance became effective in April 2015 and has been a great success throughout the community. It encourages people to bring their own bags when shopping while banning plastic bags at checkout and furthermore is the first community in the state to require a 10 cents charge for paper bags if such are desired by customers

Martin Luther King, Jr. and Putnam Ave Upper Schools

- Cambridge opened its first near net zero school building, the Dr. Martin Luther King, Jr. School complex, which houses the Dr. Martin Luther King, Jr. Elementary School, Putnam Avenue Upper School, and the Department of Human Service Programs' Preschool, After-School, and Community School programs. The Martin Luther King Jr. School has been designed to achieve LEED Platinum certification, and includes a series of 65 geothermal wells, an automatic lighting dimmer system and gray water storage. The 169,000-square-foot school targets Net Zero energy consumption and will serve 740 students.

King Open and Cambridge Street Upper Schools and Community Complex

- The City broke ground on new King Open and Cambridge Street Upper Schools and Community Complex which will replace the existing schools, library, and pool buildings, and will include the King Open School, the Cambridge Street Upper Schools, the Valente Branch Library, the Gold Star Pool, and the city's Preschool, Afterschool and Community schools, as well the Cambridge Public Schools' Administrative Offices. The 276,000-square-foot building is being designed to be the first Net Zero Emissions project. The inclusion of underground parking will also increase the amount of open space for this neighborhood by over an acre.

New Transitional Housing Space (3 Bigelow)

- Working with the YWCA and the Cambridge Housing Authority, the City assisted the YWCA in temporarily relocating the Family Shelter from 3 Bigelow Street, a city owned building, because of the need for major structural work in the building that could not be done while the residents were in place. With major investment from the City, the Family Shelter will reopen in a completely refurbished city building prior to the end of 2017.

Plan for New City Building Space

- The City acquired 859 Mass Ave and has commenced design surveys for that building and a feasibility study for certain municipal facilities.

I-Cubed

- Since 2013, the City has been involved in a collaborative process, which leverages the strong development climate in the city, and will fund vital infrastructure improvements for the North Point/East Cambridge area as well as provide long term benefits to the City.

Harvard Square Restroom

- Portland Loo was opened in January 2016 and has been a great success and is used by residents, visitors and the homeless population. It is well maintained and receives constant praise from the community.

Central Square Restroom plan

- Another public restroom is planned for Central Square in 2017 and will serve a significant demand from both visitors and the homeless population in the area. This facility is a winning project of the City's Participatory Budgeting process.

Bike Path Land Acquisition and Grand Junction Path Construction

- Acquired 1.5 miles of Watertown Branch rail road right of way in Cambridge directly or with DCR, to create greenways with off road paths for cyclists and pedestrians
- The Grand Junction Greenway/Community Path will run alongside the existing tracks in the Grand Junction corridor from the Boston University Bridge and connecting to the planned extension of the Somerville Community Path that will be constructed as part of the Green Line Extension. At the City Manager's request, the City Council approved an allocation of \$10 million from FY17-FY20 for the design and construction of the path north of Broadway.

Finished Cambridge Common and Flagstaff Park

- The Cambridge Common and Flagstaff Park rehabilitation project finished in the summer of 2016. Through this project, all pathway surfaces were replaced with bituminous paving with a brick edge to meet access codes and all benches and trash cans were upgraded. The City also planted over 100 trees, removed older under-story plantings, improved drainage and turf surfaces, replaced the lighting system with efficient LED fixtures, and added lighting to other pathways.

Ames Street

- Through the disposition of city owned land, additional affordable housing and a much improved streetscape were able to be created on Ames Street.

Western Avenue

- The City completed a reconstruction and sewer separation project, including vehicle lanes, parking, a separated bicycle facility/cycle track, consolidated bus stops with benches and shelters, improved landscaping and sidewalks, an expanded Cronin Park, and the "Celebrate the Coast" art installation. The Western Ave project was rated #1 new bike lane in the U.S. in 2015 by People for Bikes

Foundry

- The City acquired the Foundry Building at 101 Rogers Street as the result of a real estate development proposal from Alexandria Real Estate with a provision that a minimum of 10,000 square feet would be dedicated to community use. In May 2015 the City Council approved a partnership with the Cambridge Redevelopment Authority (CRA) and the City will work with CRA as it selects a development entity for the revitalization of this city-owned building.

Bicycle Network Plan/Bicycle Infrastructure

- The City engaged with over 2,000 people to create a comprehensive bicycle plan in 2015 and launched wiki-map to continually engage with community around challenges to biking in Cambridge. In September 2016 Cambridge was rated the 8th best cycling city in America, up from its previous position at number 10.

Renovation of Cambridge Public Libraries

- The Central Square Branch received a new elevator, a refurbished and enhanced public meeting room, power assist operator doors and a new heating and cooling system; the O'Connell Branch Library windows and front door were replaced with historically accurate energy efficient models and the interior and exterior were restored; the Boudreau Branch is currently being renovated to modernize its interior and expand its seating capacity; and the Valente Branch was raised and will be replaced by a new structure and park that only the Main Library can rival. It will create a civic anchor on Cambridge Street and bring the most modern library technologies to the eastern part of the City.

Storefront Improvement Program - Accessibility

- Beginning in 2014, the City increased reimbursement for removal of architectural barriers to 90%, up to \$20,000, in addition to the existing matching grant for façade improvements. The increased funding spurred more property owners and businesses to make enhancements so Cambridge retailers could serve a population that was previously barred by steps.

TARGET coming to Central Square

- The City Manager worked closely with a local Central Square Business Owner and appropriate City staff to bring an urban model Target store is planned for 2017 opening in Cambridge's Central Square, at 564 Massachusetts Ave. at the corner of Pearl Street. This Target store, scaled for an urban environment, will be approximately 20,000 square feet which is 15% the size of the larger traditional general merchandize Target store.

Envision Cambridge

- Envision Cambridge, launched in 2015, is a three-year, community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge. With input from those who live, work, study, and play here, Envision Cambridge will create a shared vision for our future. The plan will result in recommendations on a broad range of topics such as housing, transportation, economic development, urban form, climate and the environment, and community interaction.

Planning Board/Board of Zoning Appeals/Affordable Housing Trust - Joint meetings

- Starting in 2014 at the direction of the City Manager, the Community Development Department held a series of focus group discussions with various stakeholders involved in the Planning Board's development review process. These cooperative discussions led to recommendations for improvement in the following areas: web site design, meeting logistics, public notification and access to information, understanding at all phases of the project, strengthening CDD's role, and establishing an early community engagement process.
- Joint meetings of the Planning Board & Affordable Housing Trust as well as the Board of Zoning Appeals and the Affordable Housing Trust have been held. In addition, the Planning Board adopted changes to its rules in 2016 to improve its own meeting process and to establish an early community engagement process for all special permit applications.

East Cambridge Open Space

- An appointed citizen study committee sponsored a planning and design competition to develop a comprehensive open space plan for the Eastern Cambridge and Kendall Square, including the incorporation of over 5 new acres of public open space. The City initiated the design process for 3 new Eastern Cambridge parks including Binney Street Park, Rogers Street Park, and Triangle Park.

Incentive Zoning

- Completed the Nexus Study for the Incentive Zoning Ordinance and facilitated a zoning amendment to implement study recommendations and increase the contribution rate from \$4.58 to \$12/sf while broadening applicability to large non-residential buildings across the City. The contribution rate will increase annually up to \$15/sf in 2018.

Access to Affordable Housing

- Housed more than 400 new households in affordable rental units offered through the City's inclusionary rental housing program; Housed 15 middle-income households in new affordable rental units being built in Kendall Square through a new pilot for middle-income renters; and assisted 49 new homebuyers purchasing affordable homes through City programs

Acquisition for Housing

- Financed the acquisition of a site on Concord Avenue where plans for a new all-affordable housing development will be advanced in FY2017 and financed the acquisition of a site on Massachusetts Avenue where plans for a new all-affordable housing development will be advanced in FY2017

Affordable Units Developed and Preserved

- Chaired the Affordable Housing Trust which committed \$29.5 million to affordable housing preservation and development efforts which leveraged commitments of more than \$130 million from other public and private funders; completed the new construction of a total of 60 new affordable units at Temple Place in Central Square and Port Landing on Harvard Street after multi-year developments; created 10 new affordable rental units through purchase of existing housing in East Cambridge; created 14 new affordable SRO units for formerly homeless women with disabilities in North Cambridge; preserved affordability of a total of 199 affordable rental units at Putnam Square and Briston Arms Apartments and financed the purchase of these properties by non-profit affordable housing providers; completed significant rehab of 82 affordable units preserved in prior years; and provided CPA funding to the Cambridge Housing Authority which enabled CHA to begin a \$57 million reconstruction of Jefferson Park to create 104 new sustainable public housing units now under construction.

Very truly yours,



Richard C. Rossi
City Manager

RCR/mec