

Cambridge City Council
Goal-Setting for the City of Cambridge
Report to the Government Operations Committee
 Prepared by Rebecca Economos and Stacie Smith, Consensus Building Institute

Summary:

The Consensus Building Institute (CBI) was asked to facilitate the City of Cambridge and the City Council in developing shared and implementable goals for 2011-12. To do so, CBI utilized several methods to understand and synthesize the perspectives of both the Council as well as city staff and Cambridge citizens, including facilitation of a roundtable discussion of the Goals with the Council and city staff, individual interviews with Councilors, review of the City-administered citizen survey, and facilitation of a Citizen World Café. These activities, and their associated findings, are presented below.

Findings:**Feedback from the City***Methodology*

Input from City Councilors was sought on both the process of goal setting and the content of the Goals themselves through an interactive roundtable discussion and a series of individual interviews with many of the Councilors. At the roundtable, the Council and city staff discussed the structure of a good goal, and shared their reflections on the City's great qualities that they would like to see maintained. During this event, the Council asked CBI to conduct individual interviews with its members to solicit feedback on the goal-setting process and the content of the goals. At these interviews, CBI asked the Councilors about their views on adapting last year's goals for this year, as well as about other key issues that might impact the effectiveness of the City Council.

Roundtable Findings

The Council described "good goals" as being aspirational, motivational, and that provide guidance and direction on the overarching priorities of the City Council, the City staff, and citizens. The goals should be doable, measurable, and financeable. Many participants felt that the goals set by the Council should be overarching, rather than very narrow and specific, and that the goals should be inclusive of the priority work done by both City staff and City Council either collectively or in committees.

The participants of the roundtable highlighted Cambridge's key achievements and accomplishments that they would like to see maintained. They expressed appreciation for both the quality and quantity of services that the city offers to residents of all ages as well as to businesses, while maintaining fiscal stability and a low tax burden.

A detailed summary of the roundtable is attached to this report as Appendix A.

Interview Findings

Most of the City Councilors did not feel a need for the Council to engage in an extensive goal-setting process, and felt that the current goals could serve as the starting point for next year's goals. A few Council members supported a more rigorous goal setting process, and preferred goals that were less all-encompassing and more focused toward a larger mission for the City. Most Councilors indicated that they could generally support some variation on the current goals, with suggestions for changes including adding new goals for Public Safety and Community Health, and including transportation, out-of-school learning, and quality of services into the existing goals. Another suggestion for improvement was to link the goals directly to Council Committees and City departments (see Appendix B). Councilors generally

seemed to support focusing on the higher-level goals, and leaving Committees and City departments to develop the detailed objectives that might go under each of the larger goals. There was also a suggestion to evaluate whether or not the City was successful on meeting last year's goals to inform the current process. While the majority of the City Council favors adopting the existing goals and adjusting them to reflect citizen feedback, there were Councilors who did not agree with this plan. Additionally, we were unable to interview two Councilors and could not take their feedback into account.

Other Suggestions

Councilors were also asked their thoughts about how they might improve relationships among Council members. Several suggestions for improvement were proposed including: 1) team and relationship building outside of formal Council activities; 2) follow meeting agendas and protocols (such as Roberts' Rules), and /or ground rules; 3) implement accountability measures around meeting attendance; 4) strengthen meeting management, with increased power to the Chair to maintain order; 5) increase expectations of respect, kindness, and patience among Councilors.

Councilors were also asked about the need to improve communication structures between the Council and the City Manager and staff. Some Councilors noted the lack of consistent structures for communication, and indicated feeling that they sometimes do not receive necessary information about emerging and ongoing issues. Suggestions for improvement include creating a clear communication and feedback structure for both ongoing and urgent issues that requires the City Manager and staff to report back to the Council. The reports created by City Staff assessing progress toward this year's goals is attached as Appendix E.

Citizen Feedback

Methodology

CBI facilitated the City's World Café at the Senior Center on November 10, 2010. This citizen event allowed representatives of a wide variety of Cambridge citizen organizations to meet in several rounds of small groups, to discuss what they most liked and most wanted to change about Cambridge, and then to draw out the key emerging themes from the dialogue that could most inform the goal-setting process of the City Council. These key themes were reported out by each group, and along with other prevalent themes captured in facilitators' notes, are summarized below. A detailed write up of themes identified by citizens is attached as Appendix D. In order to synthesize community input, CBI also reviewed the City-administered citizen survey and identified themes that connect to the Council's goal setting process. That information is briefly described below, with the full survey results and notice from the City Manager attached as Appendix C.

Cambridge World Café Findings

Citizens developed a varied set of key themes for the City Council to consider in conjunction with the goal-setting process. Many proposed ideas align with Cambridge's current goals and the issues presented in the citizen survey and existing goals for the city, but some are quite different. Summary points are below.

Social service programming

Participants liked Cambridge's strong social and public service programs, but also wondered if there are too many of them. There was positive feedback on the education system, particularly the elementary school system, and some concerns over perceived decline in quality of the high school. Many participants highlighted excellent senior citizen programming, with several individuals stating, "I can't wait to get old in Cambridge."

Physical and Economic Development

Participants emphasized that continued encouragement of business and economic development is critical, including support of small local businesses and attracting businesses to areas with high vacancy levels. Citizens would like to see city staff and the Council more actively manage Cambridge's physical development to ensure appropriate design and physical development, as well as maintenance of the squares.

Sustainability, Green Space, and Alternative Transit

Participants expressed an interest in Cambridge being an innovative model city with respect to its environmental responsibility and climate change response. Residents like the city's green space and parks. They want to continue to promote alternative transportation through bicycles and access to walking paths, but stressed the need to maintain safety and enforce rules for all use who use the roads.

Equity and diversity

Participants highlighted several themes related to equity and diversity, including concern over affordability of homes and genuine appreciation of Cambridge's diversity. Citizens value the city's neighborhood feel. However, participants also stressed the need to better utilize the brainpower of the city and its university resources to address problems in Cambridge.

City government structure and processes

Some participants noted that they would prefer an elected mayor government system, or council members associated with neighborhoods rather than councilors-at-large. Other participants indicated that they do not know their Councilors. Citizens expressed a desire for increased proactive citizen engagement, particularly around major changes.

Citizen Survey Findings

On the whole, citizen survey results parallel the citizen feedback provided at World Café. 400 citizens participated in a statistically valid random telephone survey. Survey questions and the complete results are attached at the end of this report as Appendix C. Education (13%) and public safety (11%) were recorded as the most important issues facing Cambridge today, although 25% of residents did not know or refused to answer. The categories of "Place to Raise a Child" and "Quality of Schools" both indicate an 11% positive rating increase over the past five years, which creates a positive impression of a highly rated issue, although many residents also did not respond to those questions. 92% of respondents believe Cambridge has good or excellent quality of life, and 90% indicating Cambridge is a good or excellent place to live. Respondents generally think there is a good or excellent sense of community (70%), acceptance of races (89%), and overall appearance (80%). Cultural events (93%) are thought to be good or excellent, as well as the open space and recreation (74%). Fewer residents believe that affordable housing is good or excellent (26%).

While many City Councils goals and objectives are included in the Citizen Survey questions, some, such as a healthy environment and doing business in Cambridge, are not addressed to the extent that the survey can provide useful insights on these activities.

**Cambridge City Council
Goal-Setting for the City of Cambridge
Recommendations**

Primary suggestions on goals

- Adopt the existing goals, with the following suggested additions (within the existing goals or as new goals):
 - public safety
 - community health
 - transportation and its related issues (access to bike lanes, enforcement of transit laws, safety)
 - quality city services
 - human services
 - out of school learning
- Eliminate the objectives listed below the goals in the formal statement of the goals, and instead create these as shorter term/ more flexible objectives through a separate process (see suggestion below)

Suggestions on linking goals to Council and Department activity

- Use or improve the attached Matrix of links between goals, lead Council Committee(s) and lead City Departments to ensure each goal is under the auspices of one or more city Councilors and one or more city Staff
- Have Lead Committees and staff at Lead Departments work together to develop specific objectives for their respective goals, to share with the Council.
 - Consider including more interaction with the “brain trusts” of Harvard and MIT in the objectives for that goal
 - Consider including objectives about promoting small businesses, diversity of businesses, and supporting businesses in diverse locations around the City within that goal
 - Consider adding tangible and measurable improvements in affordable housing and public education as objectives for those goals
- Have Committees and City Staff provide updates on progress toward the goals on a regular basis, such as during Council meetings every six months or more.

Suggestions on communication and relationships

- Provide opportunities for Council interaction outside of Council meetings
- Set and enforce ground rules for Council and Committee meetings
- Develop clear communication protocols for Council and the City Manager to ensure an appropriate and satisfactory method of communication and feedback to allow all parties to have access to information and reduce ad hoc requests for information, and enforce accountability to these protocols

Suggestions on future goal-setting processes

Appendix A:**Summary of the Cambridge City Council Roundtable**

Topic: Goal Setting Process

September 20, 2010 | 5:30-8PM

Cambridge City Hall

Facilitator: Stacie Smith, CBI

Note taker: Rebecca Economos, CBI

Agenda:

Introductions

Discussion of Goals

Discussion of Accomplishments

Preparation for next Roundtable

Call to order

Mayor Maher called the meeting to order at 5:50PM. He explained that this is a roundtable – an opportunity for city council and ordinance community to map out process by which the city council will work with the admin to develop goals with City Manager and his staff for FY12 and FY13 budgets, and that there is no public comment. He thanked everyone for their attendance, and thanked Councilman Toomey and Councilman Seidel for their preparation. He then introduced the facilitation team, Stacie Smith (facilitation lead from the Consensus Building Institute) and Rebecca Economos (graduate student intern).

Introduction

Stacie Smith provided an overview of the goal setting process and related meetings. She explained that in addition to tonight's meeting, another Council roundtable will be held on October 25th, followed by a World Café to solicit citizen feedback on November 9th. A Council retreat will be held after the Café, date TBD. Stacie explained that she understands the role of the facilitator to be helping the Council and staff manage meetings for the goal setting process. The Roundtables will generate ideas about what is most important for goal setting both by reflecting on last year and also looking forward. The World Café will be similar to last year's World Café, and aims to solicit public input on the goals. The Council retreat will serve to truly formulate the formal goals based on information collected thus far. Stacie then reviewed the agenda.

What makes a good goal?

Stacie asked the group to brainstorm around "what makes a good goal" with the aim of creating a list of criteria to use to help whittle down a future list of goals. There was a lively discussion among several members of the Council and City staff, who brainstormed the following list.

Good goals are:

- Aspirational; give direction and guidance
- Reflect the overarching concerns and priorities of the city
- Motivate city staff and give a sense of inclusion and importance of work; connect all staff work to goals
- Coalesce the Council, Staff, and public
- Are “doable”
- Measurable
- Clear and simple (vs. comprehensive)
- Able to be financed within City budget
- Connected with Council subcommittees’ goals and priorities, as well as overall initiatives, and may provide a filter or rubric for Council activities and decisions
- Define who goals are for
- Set the tone for the City
- Narrow focus; helps prioritize work among competing interests
- Help keep the balance of what should be funded and maintain fiscal responsibility
- Provides direction (mission) and means of evaluation for citizens, Staff, and Council
- Also linked to resources, thereby creating accountability for the Staff, Council, and Council committees
- Inclusive of work of staff and committees (everyone wants to feel their work is important and connected to the goals)

One attendee asked if the goals reflect the perspectives provided in the citizen survey, or are they the Council’s independent goals. Another attendee asked how the City and Council will connect these goals to both the budgetary and committee processes going forward.

While thinking about criteria for a good goal, the group reflected on last year’s goals, with some consideration to implementation, structure, and inclusiveness. Attendees noted that last year’s goals lacked inclusion of public safety, and that the implementation plan for these goals was not always clear. Some city staff noted that the detailed objectives listed in last year’s goals were challenging for city departments to deal with, in that they seemed to point energies into very specific directions that sometimes detracted from meeting the overarching goals. The objectives also did not capture the majority of the work undertaken by City staff day to day.

Two formats for goals were discussed. In one, the goals are aspirational and all encompassing, inclusive of the most important and wide range of programs and services offered by the city. The second format suggested would offer a broad mission statement embodying the important and on-going work the City accomplishes, accompanied by a few key priorities that the Council wanted the city to focus on.

Process around goal setting

Discussion and comments about the process of goal setting were threaded throughout the meeting. Salient points include noting the “messiness” of a complex process, along with concerns that this would be a similar frustrating process as past goal-setting sessions. The different timeframes for goal setting and budget formation vs. Council elections was discussed, and several attendees asked what the role of committees is with regard to the goal setting

process and execution. A point was made that the Council did not have sufficient accountability to work within the framework of their own goals. Another participant suggested that perhaps the goals needed only small changes during these processes, so that more attention could be focused on reflections on implementation. Attendees also identified questions around whether the goals should be comprehensive or specific, and if they should be measurable, though after discussion, the group seemed to generally agree that very detailed measurable framing might not be the most effective.

One attendee proposed that the Council set four overarching goals (pulling together the current seven), and that City department work be categorized and slotted into those goals. Each department would suggest specific objectives and work plans based on the broad goals, in partnership with the appropriate committees, and report back to the Council regularly over the course of the year, providing time and space for feedback and tweaking of objectives. Several attendees noted support of fewer broad, aspirational goals, while one attendee expressed that more goals would be acceptable.

Accomplishments and Achievements: What's great about Cambridge

The group then went through an exercise to talk about the City's accomplishments and achievements, focusing on the great things about Cambridge that the goals might embrace or support. Every attendee provided insight. The list includes:

Fiscal strength and city management

- Controlling taxes
- Well-functioning government
- Maintain programs during fiscal crisis; providing support to the hardest hit residents
- Strong financial position; fiscal stability
- Increase in partnerships to achieve goals
- Political and administrative support for new things
- Inter-departmental cooperation
- High degree of professionalism among staff
- Strong administrative and political leadership
- "Amazing" and "dedicated" City staff
-

Quality service and commitment to Cambridge for all residents and businesses alike

- Investment in residents through capital projects (new library, etc.)
- Diverse; energetic; creative place
- Business community is increasing, and city government maintains balance with the neighborhood (business vs. resident debate)
- Job supports for residents
- High quality services for residents
- Provide access to resources for all residents

- Government became more intentional about education (helping kids on the free/reduced lunch program move through school to college to careers)
- Great customer service (from birth to seniors)
- Maintains a strong commitment to affordable housing

Quality of life is high, with engaged citizens

- Great parks
- Desirable, stable place to live
- Citizen activism
- Interesting place to be
- Security to raise children here
- Citizens and businesses like being here
- Center of innovation

Meeting process

At the suggestion of the Government Operations Committee, city department heads each developed a fact-sheet evaluating their department's implementation of the goals over the past two year. This information was not complete in time to send to the Council in advance of the meeting, but could be made available to the Councilors prior to the next meeting.

With regard to the process for tonight's meeting, a few Council members expressed a desire for the facilitator to begin processes with the Council, since it is ultimately their process, rather than City staff. Stacie expressed her interest in talking with Council members one and one, and that she was available and welcomed conversations prior to the next meeting.

The meeting adjourned at 7:55PM.

Appendix B

Strong Fiscal (quality of services)	add quality of services to existing language	Government Ops and Finance	Treasurer, City Manager
Maintain strong public education	add human services, school success, and good out of school time to existing language	Human Services	Human Services
Diversity	ok as is	Civic Unity	Human services
Environment and Transportation	add transportation	Environment/Transit	CDD, DPW, TTT
Housing	ok as is	Housing	CDD
Businesses in Cambridge	ok as is	University relations/Economic Development	CDD and Economic Development

Appendix B



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

November 4, 2010

To The Honorable, the City Council:

I am transmitting the results of the bi-annual Citizens Opinion Survey for 2010. The survey methodology is a statistically valid random telephone survey of residents. I am also enclosing a separate compilation of results that aggregates the percentage of responses of "Good or Excellent." I include "Don't Know" or "Never" if those responses are greater than 10%.

The results should be encouraging to City Councillors, Department Heads and City Staff.

Question 1 – "the most important issue facing Cambridge today," remains Education. However, the percentage ranking that Category Number 1 has, declined from 23% in September 2008 to 13% in 2010 resulting in a 4-year average in that category of 18%. The Categories of "Place to Raise a Child" and "Quality of Schools" have both shown an 11% positive rating increase over the five prior survey averages. This indicates very positive impressions of the most highly rated issue.

The Categories of "Overall Performance of City Government," "Overall Quality of Life and Cambridge" and Cambridge as a Place to Live" all produced increased satisfaction over the 10-year survey average.

The highest increase in the Good/Excellent categories, in addition to Education are:

As a Place to Retire	+11
Race Welcoming	+ 8
Quality of Schools	+11
Open Space/Recreation	+14
Ability to Get Around Town	+11
Senior Services	+10
Planning & Zoning	+17
Sidewalk Maintenance	+13
Schools & Education	+11
Totally Satisfied when Interacting with City Gov't	+ 9

I would be pleased to further discuss these results.

Very truly yours,

Robert W. Healy
City Manager

RWH/mec
Attachments

1. What do you think is the single most important issue facing the City of Cambridge today – the one that affects you and your family the most?

	Sept. 2010	Sept. 2008	Sept. 2006	Oct. 2004
Education	13%	23%	19%	16%
Housing/Affordable housing/Rent Control	7%	13%	22%	23%
Crime/Drugs/Public Safety	11%	10%	4%	5%
Parking/Traffic/Infrastructure/Condition of Roads	7%	7%	7%	8%
Taxes	3%	5%	11%	3%
Economy	9%	4%	2%	2%
High Cost of Living	1%	3%	3%	3%
Homelessness/Poverty	2%	1%	-	1%
Public Transportation	4%	1%	1%	1%
Healthcare	2%	1%	2%	1%
Government/Education/Politics	3%	1%	3%	3%
Environment	2%	1%	3%	1%
Better Management of City Services	2%	1%	-	-
Homelessness/poverty	2%	-	-	1%
Employment	4%	-	-	1%
None/Nothing	1%	1%	1%	-
Other	1%	7%	1%	2%
Don't know/Refused	25%	15%	19%	24%

**Excellent/Good
Don't Know Shown When Greater Than 10%**

5 Previous Survey Averages	Variance +/-	Topic	2010	2008	2006	2004	2002	2000
59	+8	2. City Gov./Overall Performance	67	70	62	60	51	51
		Don't Know	11	6	7	11	14	18
87	+5	3. Overall Quality of Life	92	91	86	89	85	86
83	+2	4. Overall Quality of Your Neighborhood	85	83	84	85	80	85
64	+11	5. Place to Raise a Child	76	64	67	65	61	63
		Don't Know	5	12	8	11	15	13
88	+2	6. As a Place to Live	90	92	86	89	86	89
49	+11	7. As a Place to Retire	60	58	50	45	45	46
		Don't Know	12	12	15	12	12	14
77	0	8. As a Safe Place to Live	77	72	73	79	76	83

**Excellent/Good
Don't Know Shown When Greater Than 10%**

5 Previous Survey Averages	Variance +/-	Topic	2010	2008	2006	2004	2002	2000
64	+6	9. Sense of Community	70	62	64	70	62	62
81	+8	10. Race Welcoming	89	82	83	83	79	77
77	+3	11. Overall Appearance	80	80	73	83	75	77

**Excellent/Good
Don't Know Shown When Greater Than 10%**

5 Previous Survey Averages	Variance +/-	Topic	2010	2008	2006	2004	2002	2000
38	+11	12. Quality of Schools K-12	49	36	39	36	38	40
		Don't Know	31	26	24	28	37	38
89	+4	13. Cultural Events	93	92	87	90	86	88
79	0	14. Shopping Opportunities	79	84	79	77	76	80
61	+12	15. Air Quality	73	72	60	61	50	61
60	+14	16. Open Space/Recreation	74	71	63	60	54	52
50	-3	17. Job Opportunities	47	54	51	45	40	63
		Don't Know	14	18	19	21	21	15
15	+11	18. Access to Affordable Housing	26	24	15	15	14	9
		Don't Know	11	8	9	6	8	4
58	+7	19. Economic Development	65	59	51	60	53	66
		Don't Know	11	15	17	15	18	11
44	+5	20. Cable Television	49	47	45	40	45	45
		Don't Know	26	21	25	25	26	25
50	+9	21. Balance of Construction/Neighborhoods	59	60	46	52	47	44
77	+11	22. Ability to Get Around Town	86	83	74	78	78	74
54	+4	23. Ability to Participate in Government	58	62	56	59	42	51
		Don't Know	14	16	20	17	21	22

Use or Participation – More Than 13 Times & Never

5 Previous Survey Averages	Variance +/-	Topic	2010	2008	2006	2004	2002	2000
28 33	0 (-7)	24. Library 13+ Never	28 25	31 36	26 31	32 28	27 36	27 34
32 33	-1 +1	25. Use of Recreation Facilities 13+ Never	31 34	39 27	36 29	28 33	29 37	28 37
13 74	0 (-8)	26. Participate in After-School Programs 13+ Never	12 66	12 72	15 74	13 73	10 74	13 75
51 9	+8 (-2)	27. Visit Parks 13+ Never	53 7	53 7	50 9	54 10	46 10	51 11
41 23	+2 +2	28. Rode Bus Within City 13+ Never	43 25	44 23	39 21	37 25	41 24	44 23
1 78	0 (-2)	29. Attended City Council Meeting 13+ Never	1 76	1 77	1 78	1 77	1 77	1 83
5 63	0 +5	30. Watched City Council Meeting on TV 13+ Never	5 68	7 62	6 59	3 64	6 62	5 70
83 10	+2 (-1)	31. Used the Internet 13+ Never	85 9	90 7	82 11	84 9	78 17	83 6
13 42	+4 (-14)	32. Visited Cambridge Website 13+ Never	17 28	22 24	22 27	12 40	6 51	3 67
7 33	-4 +10	33. Called City Department for Service 13+ Never	3 43	7 30	7 28	8 32	6 37	5 39

**City Services
Excellent/Good – Don't Know**

5 Previous Survey Averages	Variance +/-	Topic	2010	2008	2006	2004	2002	2000
76 Don't Know 8	0 Don't Know +3	35. Police Excellent/Good Don't Know	76 11	79 3	76 7	78 10	75 12	73 9
81 Don't Know 15	-4 Don't Know +4	36. Fire Excellent/Good Don't Know	77 19	88 9	82 12	78 19	80 18	77 19
85	+1	37. Garbage Collection Excellent/Good Don't Know	86 4	86 2	80 2	85 2	86 3	88 2
84	+2	38. Recycling Excellent/Good Don't Know	86 2	86 2	85 2	86 2	80 3	82 2
76 Don't Know 17	+9 Don't Know (-5)	39. Library Services Excellent/Good Don't Know	85 12	77 16	76 16	77 17	74 22	75 16
65 Don't Know 20	+3 Don't Know (-8)	40. Recreational Programs/Facilities Excellent/Good Don't Know	68 12	70 18	68 18	64 21	62 23	64 22
81	+4	41. Park & Park Maintenance Excellent/Good Don't Know	85 4	84 2	82 3	82 4	80 6	78 5
60	+8	42. Street Maintenance & Cleanliness Excellent/Good Don't Know	68 1	63 1	55 0	57 1	61 1	63 1
60	+2	43. Snow Removal Excellent/Good Don't Know	62 9	60 5	50 5	64 8	66 15	56 12
38	+11	44. Ease of Private Car Travel Excellent/Good Don't Know	47 11	47 7	40 9	40 6	32 9	33 6
81	+6	45. Ease of Public Transportation Excellent/Good Don't Know	87 3	82 5	78 5	82 4	82 3	83 2

**City Services
Excellent/Good – Don't Know**

5 Previous Survey Averages	Variance +/-	Topic	2010	2008	2006	2004	2002	2000
59 Don't Know 25	-4 Don't Know +4	46. Animal Control Excellent/Good Don't Know	55 29	63 23	59 23	61 26	54 30	59 25
39	+6	47. Parking & Traffic Regulation Ex/Good Don't Know	45 5	49 5	44 6	38 5	33 6	31 3
35 Don't Know 55	+10 Don't Know (-6)	48. Senior Services Excellent/Good Don't Know	45 49	39 55	36 54	33 58	35 55	35 55
40 Don't Know 27	+17 Don't Know (-4)	49. Planning and Zoning Excellent/Good Don't Know	57 23	46 24	37 31	41 27	36 31	40 23
51	+13	50. Sidewalk Maintenance Excellent/Good Don't Know	64 1	54 1	51 3	50 2	50 3	53 1
43 Don't Know 44	+7 Don't Know (-3)	51. Children & Youth Services Excellent/Good Don't Know	50 41	47 41	47 42	44 44	36 52	43 44
72 Don't Know 16	-4 Don't Know +3	52. Health & Hospital Excellent/Good Don't Know	68 19	77 10	72 15	71 18	75 20	68 18
46 Don't Know 25	+11 Don't Know -1	53. School and Education Excellent/Good Don't Know	57 24	44 23	45 22	47 24	48 29	48 30
74 Don't Know 8	-0 Don't Know +4	54. Water/Sewer Services Excellent/Good Don't Know	74 12	74 8	77 8	73 9	71 10	76 6
72	+6	55. Public Information Excellent/Good Don't Know	78 6	75 7	77 6	72 8	67 9	68 7

OVERALL EXPERIENCE

5 Previous Survey Averages	Variance +/-	2010	2008	2006	2004	2002	2000
43	+9	52	49	47	46	35	37
4	0	4	4	3	4	5	2
		Totally Satisfied					
		Totally Dissatisfied					

TOPLINE

**OPINION DYNAMICS
ODC #7667**

**CITY OF CAMBRIDGE
SEPTEMBER 2010**

*Interviewing dates: September 9, 2010 – September 26, 2010
Sample size: N=400*

1. What do you think is the single most important issue facing the City of Cambridge today—the one that affects you and your family the most?

Education	13%
Crime/Drugs/Public Safety	11
Economy	9
Housing/Affordable housing/Rent control	7
Parking/traffic/infrastructure/Condition of roads	7
Employment	4
Public transportation	4
Government/Election/Politics	3
Taxes	3
Healthcare	2
Homelessness/Poverty	2
Environment	2
Better management of city services	2
High cost of living	1
Pedestrians/Bicycles	1
(Other)	1
None/Nothing	1
(Don't know)	24
(Refused)	1

Please rate the following on a scale of excellent, good, fair or poor:

2. The overall performance of City government here in Cambridge.	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
September 2010	14%	53	16	5	11
September 2008	12%	58	21	3	6
September 2006	12%	50	24	7	7
October 2004	9%	51	23	6	11
October 2002	6%	45	27	8	14
November 2000	5%	46	26	5	18

		<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
3.	The overall quality of life in Cambridge.					
	September 2010	37%	55	7	1	-
	September 2008	32%	59	7	1	1
	September 2006	32%	54	12	2	-
	October 2004	30%	59	10	-	1
	October 2002	28%	57	12	1	2
	November 2000	24%	62	12	1	1
4.	The overall quality of your neighborhood.					
	September 2010	42%	43	14	-	-
	September 2008	37%	46	14	3	-
	September 2006	36%	48	12	4	-
	October 2004	34%	51	12	3	-
	October 2002	32%	48	17	2	1
	November 2000	36%	49	13	2	-
5.	Cambridge as a place to raise a child.					
	September 2010	33%	43	15	4	5
	September 2008	22%	42	20	4	12
	September 2006	22%	45	21	4	8
	October 2004	21%	44	19	5	11
	October 2002	18%	43	17	7	15
	November 2000	19%	44	19	4	13
6.	Cambridge as a place to live.					
	September 2010	48%	42	8	1	1
	September 2008	43%	49	7	2	-
	September 2006	41%	45	10	3	1
	October 2004	42%	47	8	2	1
	October 2002	42%	44	10	3	1
	November 2000	39%	50	8	2	1
7.	Cambridge as a place to retire.					
	September 2010	22%	38	19	8	12
	September 2008	21%	37	17	13	12
	September 2006	20%	30	20	15	15
	October 2004	16%	29	26	17	12
	October 2002	14%	31	21	22	12
	November 2000	13%	33	23	17	14

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
8. Cambridge as a safe place to live.					
September 2010	25%	52	22	1	1
September 2008	17%	55	24	4	-
September 2006	19%	54	22	3	1
October 2004	21%	58	17	3	1
October 2002	24%	52	19	4	1
November 2000	21%	62	15	1	1

Now using the same scale of excellent, good, fair or poor, please rate the following characteristics as they relate to Cambridge:

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
9. A sense of community.					
September 2010	21%	49	25	3	1
September 2008	16%	46	30	5	2
September 2006	17%	47	30	3	3
October 2004	18%	52	24	4	2
October 2002	17%	45	29	6	3
November 2000	10%	52	31	5	2
10. A place welcoming to all races.					
September 2010	42%	47	9	1	1
September 2008	38%	44	13	3	2
September 2006	37%	46	13	2	1
October 2004	37%	46	14	1	2
October 2002	33%	46	15	3	3
November 2000	32%	45	17	4	3
11. Overall appearance.					
September 2010	25%	55	18	1	1
September 2008	16%	64	16	3	1
September 2006	19%	54	24	3	1
October 2004	15%	68	14	2	1
October 2002	13%	62	22	2	1
November 2000	13%	64	21	2	1
12. Quality of schools—K-12.					
September 2010	15%	34	16	5	31
September 2008	8%	28	28	10	26
September 2006	8%	31	27	10	24
October 2004	8%	28	27	9	28
October 2002	7%	31	18	7	37
November 2000	10%	30	16	6	38

		<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
13.	Opportunities to attend cultural events.					
	September 2010	51%	42	4	-	1
	September 2008	52%	40	6	1	1
	September 2006	51%	36	9	2	3
	October 2004	53%	37	7	1	2
	October 2002	47%	39	9	2	3
	November 2000	48%	40	8	2	2
14.	Shopping opportunities.					
	September 2010	32%	47	18	2	1
	September 2008	30%	54	13	2	1
	September 2006	34%	45	16	4	1
	October 2004	23%	54	16	6	1
	October 2002	27%	49	18	5	1
	November 2000	26%	54	15	5	-
15.	Air quality.					
	September 2010	14%	59	20	5	2
	September 2008	11%	61	21	4	2
	September 2006	9%	51	30	5	4
	October 2004	5%	56	31	5	3
	October 2002	6%	44	38	9	3
	November 2000	6%	55	31	6	2
16.	Open space/Recreation opportunities.					
	September 2010	31%	43	20	5	1
	September 2008	19%	52	24	5	-
	September 2006	22%	41	29	8	1
	October 2004	15%	45	31	8	1
	October 2002	13%	41	33	9	4
	November 2000	10%	42	33	12	2
17.	Job opportunities.					
	September 2010	9%	38	32	8	14
	September 2008	13%	41	23	5	18
	September 2006	9%	42	24	6	19
	October 2004	6%	39	27	7	21
	October 2002	6%	34	29	10	21
	November 2000	18%	45	19	4	15

		<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
18.	Access to affordable housing					
	September 2010	8%	18	40	22	11
	September 2008	5%	19	38	30	8
	September 2006	4%	11	32	44	9
	October 2004	4%	11	29	50	6
	October 2002	2%	12	24	54	8
	November 2000	2%	7	24	63	4
19.	Economic development					
	September 2010	13%	52	23	2	11
	September 2008	10%	49	22	4	15
	September 2006	8%	43	27	6	17
	October 2004	8%	52	20	5	15
	October 2002	9%	44	25	4	18
	November 2000	12%	54	20	2	11
20.	Cable television					
	September 2010	15%	34	13	12	26
	September 2008	13%	34	21	11	21
	September 2006	11%	34	18	13	25
	October 2004	10%	30	20	15	25
	October 2002	10%	35	17	12	26
	November 2000	11%	34	21	10	25
21.	The balance between new construction and neighborhood preservation					
	September 2010	11%	48	27	4	9
	September 2008	10%	50	25	11	4
	September 2006	6%	40	33	15	6
	October 2004	7%	45	27	12	9
	October 2002	8%	39	32	12	9
	November 2000	5%	39	32	17	8
22.	Ability to get around town					
	September 2010	34%	52	9	2	3
	September 2008	37%	46	14	2	1
	September 2006	29%	45	20	5	1
	October 2004	28%	50	17	5	-
	October 2002	30%	48	16	6	-
	November 2000	28%	46	19	6	-

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
23. Ability to participate in government					
September 2010	12%	46	24	3	14
September 2008	16%	46	17	4	16
September 2006	13%	43	19	5	20
October 2004	13%	46	19	5	17
October 2002	12%	40	22	5	21
November 2000	8%	43	22	5	22

In the last 12 months, about how many times, if ever, have you or another household member done the following:

	<u>(Never)</u>	<u>(Once)</u>	<u>(Twice)</u>	<u>(3-12 times)</u>	<u>(13-26 times)</u>	<u>(> 26 times)</u>	<u>(DK/Ref)</u>
24. Used the Cambridge public libraries.							
September 2010	25%	11	11	24	12	16	1
September 2008	30%	6	7	26	11	20	1
September 2006	31%	6	9	27	11	15	1
October 2004	28%	4	7	28	13	19	1
October 2002	36%	6	8	23	10	17	-
November 2000	34%	6	7	25	10	17	-
25. Used the city's recreational facilities.							
September 2010	34%	2	6	20	11	20	7
September 2008	27%	3	4	25	13	26	2
September 2006	29%	5	5	24	9	27	1
October 2004	33%	3	4	27	9	19	5
October 2002	37%	4	7	21	7	22	2
November 2000	37%	5	6	22	7	21	3
26. Participated in after-school programs or activities.							
September 2010	66%	1	2	12	4	8	6
September 2008	72%	2	3	5	2	10	5
September 2006	74%	1	1	5	3	12	3
October 2004	73%	1	1	6	4	9	6
October 2002	74%	1	2	7	3	7	6
November 2000	75%	2	1	7	3	10	2

		<u>(Never)</u>	<u>(Once)</u>	<u>(Twice)</u>	<u>(3-12 times)</u>	<u>(13-26 times)</u>	<u>(> 26 times)</u>	<u>(DK/Ref)</u>
27.	Visited a neighborhood or city park.							
	September 2010	7%	3	9	26	19	34	1
	September 2008	7%	2	6	32	17	36	-
	September 2006	9%	4	6	30	13	37	1
	October 2004	10%	3	6	26	15	39	1
	October 2002	10%	5	7	31	11	35	1
	November 2000	11%	3	4	30	12	39	2
28.	Rode a bus within the city.							
	September 2010	25%	4	4	24	13	30	-
	September 2008	23%	2	8	22	9	35	1
	September 2006	21%	2	7	31	10	29	1
	October 2004	25%	7	6	24	5	32	1
	October 2002	24%	5	8	21	12	29	1
	November 2000	23%	4	10	19	8	36	1
29.	Attended a City Council meeting in person.							
	September 2010	76%	7	4	10	-	1	1
	September 2008	77%	6	6	10	1	-	-
	September 2006	78%	8	5	8	1	-	-
	October 2004	77%	9	6	7	-	1	-
	October 2002	77%	9	6	6	-	1	1
	November 2000	83%	9	3	4	-	1	1
30.	Watched a City Council meeting on cable TV							
	September 2010	68%	9	6	11	1	4	1
	September 2008	62%	8	7	16	3	4	1
	September 2006	59%	8	11	14	2	4	-
	October 2004	64%	10	6	15	1	2	2
	October 2002	62%	9	8	13	2	4	2
	November 2000	70%	8	6	11	2	3	1
31.	Used the Internet							
	September 2010	9%	2	1	2	7	78	2
	September 2008	7%	-	1	3	5	85	-
	September 2006	11%	2	2	4	3	79	-
	October 2004	9%	-	1	4	5	79	2
	October 2002	17%	1	1	2	3	75	1
	November 2000	16%	-	-	1	2	81	-

	<u>(Never)</u>	<u>(Once)</u>	<u>(Twice)</u>	<u>(3-12 times)</u>	<u>(13-26 times)</u>	<u>(> 26 times)</u>	<u>(DK/Ref)</u>
32. Visited the city of Cambridge web site							
September 2010	28%	6	15	31	10	7	2
September 2008	24%	5	12	35	10	12	1
September 2006	27%	6	12	32	8	14	-
October 2004	40%	7	9	31	6	6	1
October 2002	51%	9	11	22	4	2	1
November 2000	67%	5	8	15	1	2	1

33. Called a city department for service							
September 2010	43%	13	15	24	2	1	3
September 2008	30%	10	17	36	3	4	-
September 2006	28%	9	16	39	3	4	1
October 2004	32%	11	16	31	5	3	2
October 2002	37%	14	17	25	3	3	1
November 2000	39%	12	12	32	3	2	1

34. How likely would you be to use the internet to complete financial transactions with the city of Cambridge—like paying parking tickets, paying tax bills and registering for various city programs?

	<u>Very likely</u>	<u>Somewhat likely</u>	<u>Not very likely</u>	<u>Not likely at all</u>	<u>(DK)</u>
September 2010	54%	17	5	22	2
September 2008	51%	14	10	24	1
September 2006	49%	16	7	26	1
October 2004	40%	20	7	29	4
October 2002	40%	17	9	31	3
November 2000	38%	22	11	28	2

34a. Have you ever used the internet to complete financial transactions with the city of Cambridge, like paying parking tickets, paying tax bills, and registering for various city programs?

	<u>Yes, Very satisfied</u>	<u>Yes, Somewhat satisfied</u>	<u>Yes, Not very satisfied</u>	<u>Yes, Not satisfied at all</u>	<u>Yes, (ref)</u>	<u>No</u>	<u>(NS/Ref)</u>
September 2010	38%	9	-	4	-	46	2
September 2008	35%	12	-	-	-	52	2
September 2006	29%	6	-	1	1	62	1
October 2004	21%	7	1	1	-	69	1
October 2002	11%	6	-	1	-	81	1

Now, I'd like to read you one final list dealing with various city services provided by Cambridge. Again using the scale of excellent, good, fair or poor, please rate each of these services:

	<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
35. Police Department services.					
September 2010	24%	52	11	3	11
September 2008	26%	53	13	4	3
September 2006	23%	53	14	3	7
October 2004	22%	56	10	2	10
October 2002	21%	54	10	3	12
November 2000	15%	58	15	2	9
36. Fire Department services.					
September 2010	37%	40	2	1	19
September 2008	40%	48	3	-	9
September 2006	36%	46	5	1	12
October 2004	31%	47	3	-	19
October 2002	34%	46	2	-	18
November 2000	24%	53	3	-	19
37. Garbage Collection.					
September 2010	29%	57	7	2	4
September 2008	36%	50	10	2	2
September 2006	29%	51	14	3	2
October 2004	24%	61	11	2	2
October 2002	24%	62	9	2	3
November 2000	23%	65	7	3	2
38. Recycling.					
September 2010	37%	49	9	2	2
September 2008	37%	49	10	2	2
September 2006	34%	51	11	2	2
October 2004	32%	54	10	2	2
October 2002	30%	50	12	5	3
November 2000	28%	54	12	3	2
39. Library services					
September 2010	47%	38	3	-	12
September 2008	38%	39	6	1	16
September 2006	38%	38	6	2	16
October 2004	34%	43	6	-	17
October 2002	30%	44	4	-	22
November 2000	21%	54	9	1	16

		<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
40.	Recreational programs and facilities					
	September 2010	20%	48	11	1	20
	September 2008	19%	51	10	2	18
	September 2006	20%	48	11	2	18
	October 2004	10%	54	14	1	21
	October 2002	10%	52	14	1	23
	November 2000	11%	51	14	2	22
41.	City parks and park maintenance					
	September 2010	28%	57	9	3	4
	September 2008	27%	57	12	3	2
	September 2006	29%	53	14	1	3
	October 2004	23%	59	12	2	4
	October 2002	22%	58	12	2	6
	November 2000	17%	61	14	2	5
42.	Street maintenance and cleanliness					
	September 2010	19%	49	22	9	1
	September 2008	13%	50	27	9	1
	September 2006	13%	42	34	10	-
	October 2004	9%	48	30	12	1
	October 2002	11%	50	28	10	1
	November 2000	10%	53	27	8	1
43.	Snow removal					
	September 2010	13%	49	21	8	9
	September 2008	11%	49	29	7	5
	September 2006	11%	39	35	9	5
	October 2004	11%	53	21	7	8
	October 2002	14%	52	14	5	15
	November 2000	10%	46	23	10	12
44.	Ease of private car travel in the city					
	September 2010	11%	36	29	13	11
	September 2008	6%	41	34	11	7
	September 2006	8%	32	33	18	9
	October 2004	5%	35	35	19	6
	October 2002	3%	29	38	21	9
	November 2000	3%	30	31	29	6

		<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
45.	Ease of public transportation in the city					
	September 2010	36%	51	9	1	3
	September 2008	35%	47	10	3	5
	September 2006	23%	55	13	4	5
	October 2004	28%	54	12	2	4
	October 2002	31%	51	13	2	3
	November 2000	30%	53	13	2	2
46.	Animal control					
	September 2010	15%	40	13	2	29
	September 2008	17%	46	9	5	23
	September 2006	15%	44	14	4	23
	October 2004	11%	50	10	3	26
	October 2002	11%	43	12	4	30
	November 2000	9%	50	12	5	25
47.	Parking and traffic regulation					
	September 2010	13%	34	28	19	5
	September 2008	5%	44	32	15	5
	September 2006	5%	39	34	17	6
	October 2004	5%	33	33	24	5
	October 2002	5%	28	34	27	6
	November 2000	2%	29	31	35	3
48.	Senior services					
	September 2010	14%	31	5	1	49
	September 2008	10%	29	6	1	55
	September 2006	9%	27	7	3	54
	October 2004	8%	25	7	2	58
	October 2002	8%	27	8	2	55
	November 2000	8%	27	10	-	55
49.	Planning and zoning					
	September 2010	9%	48	16	4	23
	September 2008	6%	40	23	8	24
	September 2006	5%	32	24	8	31
	October 2004	4%	37	24	8	27
	October 2002	4%	32	26	7	31
	November 2000	3%	37	26	10	23

		<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
50.	Sidewalk maintenance					
	September 2010	13%	51	26	9	1
	September 2008	6%	48	34	11	1
	September 2006	7%	44	35	11	3
	October 2004	8%	42	34	14	2
	October 2002	9%	41	32	15	3
	November 2000	6%	47	30	16	1
51.	Children and Youth services					
	September 2010	15%	35	7	1	41
	September 2008	12%	35	10	2	41
	September 2006	12%	35	9	3	42
	October 2004	8%	36	11	1	44
	October 2002	7%	29	10	2	52
	November 2000	7%	36	13	-	44
52.	Health and Hospitals					
	September 2010	29%	39	9	3	19
	September 2008	20%	57	10	2	10
	September 2006	20%	52	10	3	15
	October 2004	22%	49	10	1	18
	October 2002	20%	45	13	2	20
	November 2000	17%	51	12	2	18
53.	Schools and education					
	September 2010	22%	35	15	4	24
	September 2008	10%	34	27	6	23
	September 2006	11%	34	25	9	21
	October 2004	10%	37	22	7	24
	October 2002	13%	35	15	8	29
	November 2000	15%	35	15	5	30
54.	Water/sewer services					
	September 2010	24%	50	11	2	12
	September 2008	17%	57	13	5	8
	September 2006	16%	61	12	3	8
	October 2004	13%	60	14	4	9
	October 2002	13%	58	16	3	10
	November 2000	10%	66	15	3	6

		<u>Excellent</u>	<u>Good</u>	<u>Fair</u>	<u>Poor</u>	<u>(DK)</u>
55.	Public information					
	September 2010	22%	56	14	1	6
	September 2008	17%	58	15	2	7
	September 2006	18%	59	13	3	6
	October 2004	14%	58	17	3	8
	October 2002	12%	55	20	4	9
	November 2000	9%	59	22	4	7

56. Would you agree or disagree with the following statement: I've wanted to conduct business with the City of Cambridge after regular business hours but I couldn't because city offices closed before I could get to them.

	<u>Agree</u>	<u>Disagree</u>	<u>(Don't know)</u>
September 2010	45%	35	20
September 2008	41%	44	15
September 2006	42%	45	12
October 2004	40%	43	17
October 2002	42%	36	22
November 2000	50%	31	19

57. When you need information or assistance with city-related issues or services, how do you go about seeking it?

Internet/City of Cambridge website	60%
Phone/Phone book	26
City Hall/go to office in person	9
Word of mouth	4
Newspaper	3
City pamphlets/mailings	1
(Other)	-
(Don't know)	9
(Refused)	1

58. On a scale of 1 to 5, where 1 means *totally dissatisfied*, 3 means *neither satisfied nor dissatisfied* and 5 means *totally satisfied*, how would you rate your overall experience when interacting with city government?

	<u>1- Totally dissatisfied</u>	<u>2</u>	<u>3-Neither satisfied nor Dissatisfied</u>	<u>4</u>	<u>5-Totally satisfied</u>	<u>(DK)</u>
September 2010	4%	5	26	37	16	11
September 2008	4%	4	37	38	11	7
September 2006	3%	6	36	32	15	7
October 2004	4%	5	34	32	14	11
October 2002	5%	6	38	26	9	16
November 2000	2%	6	46	31	6	9

(SKIP IF DK Q58. n=354)

59. Specifically, why do you feel that way?

	<u>1- Totally dissatisfied</u>	<u>2</u>	<u>3-Neither satisfied nor Dissatisfied</u>	<u>4</u>	<u>5-Totally satisfied</u>
	31%	-%	2%	-%	-%
Issue unresolved	31	-	-	-	-
Taxes	9	12	-	4	1
Bad service/could be improved	8	6	4	1	-
Political/bureaucratic	6	8	6	5	-
Slow to respond/Solve problems	6	4	1	-	1
No changes/don't listen	4	7	4	2	-
People not helpful/rude	4	-	2	1	-
Zoning issues	4	-	-	1	-
School/education issues	2	3	10	-	-
Govt. doesn't care for people	-	3	16	6	2
Don't interact with city govt.	-	2	2	13	25
No problems/Satisfied	-	-	-	10	7
Quick to respond/Solve problems	-	-	2	3	8
People are helpful/nice	-	6	10	3	-
Traffic/Parking issues	-	-	1	-	-
Not accessible	-	-	1	1	1
Police issues	-	-	3	3	-
Bad experience (gen)	-	29	-	1	-
Negative comments (gen)	-	3	-	6	-
Some Positive/Negative experiences	-	-	4	1	-
Positive comments (gen)	-	-	-	1	-
Accessible/Easy to get a hold of	-	-	-	1	3
Good experience	-	-	-	3	2
Helpful/good website	-	-	-	1	-
Hours	-	-	1	1	1
Good service	-	-	1	2	1
Good job/City runs well	-	2	-	17	8
Good information	-	-	-	1	-
Listen/receptive	-	-	-	1	7
Elderly services	-	2	-	-	-
Communication issues	-	-	5	-	-
People not heard	-	-	-	1	-
Hard to get a hold of right people/dept.	-	10	2	2	-
Know people in city council	-	-	-	1	2
Long waits/lines	-	-	1	4	-
(Other)	-	3	-	-	9
(Don't know/Refused)	4	2	27	15	22

60. If you were speaking *directly* to the leaders of city government here in Cambridge, what are the two or three issues you would recommend that city government focus more attention on?

Education	18%
Parking/Traffic	13
Crime/Drugs/Public safety	12
Condition of streets/sidewalks/street signs/street lamps	11
Housing/Affordable housing	10
Government/Election/Politics	9
Trash/litter collections/street cleaning	8
Development/Overdevelopment/Open space	6
Employment	6
Police issues	5
Parks/Playgrounds/Dog parks	4
Public transportation	3
Taxes	3
Public works issues	2
Pedestrian/Bicycle issues	2
Snow removal/Winter issues	2
Healthcare	2
Youth/Children's issues/After-school programs	1
Senior healthcare/Senior issues	1
Homelessness	1
Economy	1
Community/Recreational centers	1
Welfare/Social Services	1
Rent control/Rent	1
Zoning issues	1
Environment	1
Cultural/racial/economic diversity	1
High cost of living	1
(Other)	2
None/Nothing	1
(Don't know/Refused)	19

61. Are there any children under the age of 18 living in your household? (IF YES): Do they attend public schools, private schools, or parochial schools?

	<u>Yes, public</u>	<u>Yes, private</u>	<u>Yes, parochial</u>	<u>Yes, (any mixture of schools)</u>	<u>Yes, (refused)</u>	<u>No</u>	<u>(Ref)</u>
September 2010	14%	5	2	1	3	73	2
September 2008	15%	6	1	2	2	73	1
September 2006	18%	4	1	1	1	72	3
October 2004	12%	5	1	1	1	79	1
October 2002	12%	3	-	1	1	82	1

Now, I'd like to ask you some final questions for statistical purposes.

62. Gender

Female	52%
Male	48

63. In which of the following categories is your age?

18-25	9%
26-35	37
36-45	14
46-55	11
56-64	12
65+	11
(Refused)	7

64. How many years have you lived in Cambridge?

(Less than 1 year)	9%
(1.1-2 years)	8
(2.1-5 years)	6
(5.1-10 years)	22
(10.1-20 years)	20
(20.1-30 years)	10
(Over 30 years)	12
(All my life)	8
(Don't know)	4

65. Do you own or rent your home?

Own	44%
Rent	50
(Other)	2
(Refused)	5

66. Which one of the following best describes the neighborhood of Cambridge you live in?

West Cambridge	15%
Central Sq.	15
North Cambridge	12
East Cambridge	10
Cambridgeport	6
Kendall Sq.	6
Porter Sq.	6
Harvard Sq	5
Area 4	4
Mid-Cambridge	4
Riverside	3
Agassiz	2
Wellington/Harrington	1
Avon Hill	1
(Other)	2
(Don't know/Refused)	8

67. Would you please tell me in which of the following categories I read is your total household income—that is, of everyone living in your household

\$0-11,999	6%
\$12-19,999	4
\$20-34,999	6
\$35-49,999	7
\$50-74,999	13
\$75-99,999	13
\$100,000 and over	17
(Refused/Don't know)	34

Appendix D

Cambridge World Café Findings

Citizen report out of key themes for the City Council

Encourage business and economic development

- Promote diverse mix of industries and sectors (current dependency on biotech)
- Support healthy business districts, particularly in distressed areas
- Support local businesses
- Keep the squares alive
- Attract businesses to vacant storefronts
- Promote affordable business ownership and entrepreneurship
- Maintain a strong tax base to keep Cambridge fiscally sound
- Promote retail that is appropriate for all populations (elderly, kids, etc.)

Sustainability

- Promote green, local, and fair practices
- Continue driving toward innovation and proactive response to climate change
- Make sustainability efforts accessible to all citizens, including those living in public housing and apartment buildings

Green space

- Continue to create and maintain green open space and pocket parks
- Plant trees
- Provide access and paths to green space
- Preserve and maintain Charles River and Fresh Pond

Affordability of homes

- Promote affordable housing for young families and all residents

Promote alternative transportation through bicycles and access to walking paths, but maintain safety and enforcement of rules for all who use the roads

- Manage bikes more effectively; conduct education for cyclists about safety rules and enforcement
- Maintain infrastructure to provide accessibility for cyclists and walkers/joggers
- Increase enforcement/diligence around areas with higher safety risks (senior citizen centers, bus stops, traffic lights)
- Enforce traffic regulations on all modes of travel to encourage better travel, and to help make the city more green

Structure of city government

- Consider having councilors connected to geography rather than councilors at large
- Consider an elected strong mayor system
- Open participation is needed in decision making (especially more low-income participation)
- Many people do not know their city councilors

Neighborhood

- Host the Cambridge dance party again
- Offer additional events that promote active street life
- Continue to support the neighborhoods and neighborhood feel of Cambridge
- Warm, welcoming city with strong sense of community
- There is a focus needed on Central Square – add a bus stop along Mass Ave between MIT and Central, fill storefront vacancies, add an affordable grocery store, movie theater

Utilize the brainpower of the city and its university resources

- Harvard and MIT are on the fringe of Cambridge and feel disconnected to the City; promote inclusion and connections to the neighborhoods
- Utilize university expertise and resources to help Cambridge, both with tangible issues and through volunteering

Engage Citizens

- When implementing a new change, frame it as a pilot and then solicit targeted citizen impact
- Continue to promote citizen engagement in innovative ways to ensure feedback

Maintain Cambridge's diversity

- The diversity of people, students, events, religions, perspectives, and neighborhoods is unique and must be maintained
- Equality and fairness must be ensured: “no neighborhood left behind”

Education

- Maintain parent choice among elementary schools
- Continue to support the great schools that exist
- Examine the high school; there are perceptions that its quality and reputation is lacking and people send their children elsewhere

Senior citizen programming

- Continue to maintain the strong senior programs that make the city a wonderful place to grow old

Manage physical development

- Concern that Harvard and MIT are buying up Cambridge without careful city planning
- Promote open planning and development processes
- Maintain density
- Preserve open space

Social and public services

- Continue to maintain the great library system
- Strong human resources but they might be redundant and too numerous
- Need better maintenance of streets and sidewalks to promote public safety, with particular attention to leaf, snow, and ice removal
- Address the rat problem facing some areas of the city

Goals Reflection Papers for Cambridge City Staff---PIO

A. Reflections on FY 09 & FY 10 Goals and Objectives: In order to guide the City Council in developing goals and objectives for FY 11, please evaluate the success and impact of last year's goals and objectives as they relate to your department, by 1) checking off to what extent they have been achieved, 2) commenting on why they were or were not achieved, and 3) suggesting any insights or lessons on these goals and objectives that the Council should consider in setting next year's goals.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.			
<ul style="list-style-type: none"> An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities. 			
<ul style="list-style-type: none"> Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g. block parties. 	X		
<ul style="list-style-type: none"> A pilot Get to Know Your Neighbor Campaign in 4 neighborhoods by June 20, 2010. 			
<ul style="list-style-type: none"> A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010. 			

Comments: (Why/Why not?)

The City Manager's Office coordinates two very popular citywide events annually that foster community and support neighbors getting to know each other. The City Dance Party in June celebrates the beginning of summer as Mass. Ave is closed in front of City Hall for several hours. This year, a record crowd of close to 6,000 attended. Danehy Park Family Day in September features arts and crafts, interactive kids's stage, children's amusement rides, free hot dogs and sodas, music, roving performers and more. Both events are free and open to the public.

Presented in City parks and public spaces in July and August by the Cambridge Arts Council, the Summer in the City series features a lively mix of dance, song, storytelling, theater and puppetry. The performance series offers a rich learning experience for children, but is fun for all ages! The Arts Council also hosts the annual Cambridge River Festival in June which features a significant focus on community involvement. This year, the Festival's Opening Ceremony served as a tribute and celebration honoring the late Dr. Hugh Morgan Hill, better

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Evaluate City expenditures with a view for maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.	Yes	Partially	No
<ul style="list-style-type: none"> As part of the FY10 and FY11 budget process, an exploration of the potential consolidation of departments (including departments within the School Department) providing similar services with the intention of better delivery of those services of a reduced cost. 			
<ul style="list-style-type: none"> An adopted FY10 and FY11 budget that ensures delivery of quality services to residents while maintaining a reasonable tax rate. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Strengthen and support Public Education and other Learning in Cambridge for the benefit of residents of all ages.	Yes	Partially	No
<ul style="list-style-type: none"> By June 30, 2010, a plan to increase the percentage of children entering kindergarten with the appropriate skills and "ready to learn". 			
<ul style="list-style-type: none"> A long-term capital assessment of elementary schools, undertaken in collaboration within the School Committee, in FY10 (in order to prepare school buildings to meet educational needs of 21st century). 			
<ul style="list-style-type: none"> A long term home for Community Learning Center by FY12. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Value and support of racial, socioeconomic, cultural and religious Diversity of our city.			
<ul style="list-style-type: none"> A complete plan for Aging in the Community by June 30, 2010 (including services and physical aspects, housing options, retail, transportation, green space, for all incomes). 			
<ul style="list-style-type: none"> Annual report of the City Council on affirmative action adherence leading to a Plan (with measurable goals) to increase racial and cultural diversity in city employment. First report by the end of June 30, 2010. 			
<ul style="list-style-type: none"> An increased level of recruitment and opportunities for membership on boards and commissions. 	X		

Comments:

The summer 2010 issue of the biannual *CityView* Newsletter featured an article encouraging citizens to become more involved in their community by joining a City Board or Commission. This newsletter is mailed out to 48,000 Cambridge households and distributed to approximately 2,000 city employees. In addition, all board vacancies are promoted on the City's Website as well as it's Intranet site, posted on City TV 8 and sent to local print media .

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.			
<ul style="list-style-type: none"> Green jobs recommendations developed by January 1, 2010. 500 newly planted city trees per year by June 2010. 			
<ul style="list-style-type: none"> A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues. 			
<ul style="list-style-type: none"> Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstructions. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Preserve and create Affordable Housing for low, moderate and middle-income residents including families.			
<ul style="list-style-type: none"> • New affordable housing pilot programs which focus on moderate income residents affected by development including municipal employees. 			
<ul style="list-style-type: none"> • Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the planning Board Town/Gown discussions, beginning with the 2010 Town/Gown Reports. 			
<ul style="list-style-type: none"> • A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Promote Doing Business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.			
<ul style="list-style-type: none"> • A report to the City Counsel's Economic Development Committee on successful nightlife campaigns in 3 communities across the US by June 30, 2010 			
<ul style="list-style-type: none"> • A set of zoning initiatives and negotiation to sustain and expand ground floor retail. 			
<ul style="list-style-type: none"> • All neighborhood studies undertaken by CDD to include a discussion of appropriate retail mix and recommendations for achieving that mix. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

B. Emerging Issues and New Ideas: Please suggest any additional issues or ideas for goals and objectives that were not captured in the previous year's goals.

Goals Reflection Papers for Cambridge City Staff: COMMUNITY DEVELOPMENT DEPARTMENT

A. Reflections on FY 09 & FY 10 Goals and Objectives: In order to guide the City Council in developing goals and objectives for FY 11, please evaluate the success and impact of last year's goals and objectives as they relate to your department, by 1) checking off to what extent they have been achieved, 2) commenting on why they were or were not achieved, and 3) suggesting any insights or lessons on these goals and objectives that the Council should consider in setting next year's goals.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.			
<ul style="list-style-type: none"> An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities. 		✓	
<ul style="list-style-type: none"> Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g. block parties. 	✓		
<ul style="list-style-type: none"> A pilot Get to Know Your Neighbor Campaign in 4 neighborhoods by June 20, 2010. 			
<ul style="list-style-type: none"> A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010. 	✓		

Comments: (Why/Why not?)

CDD staff worked with the organizers of the World Café and facilitated roundtable discussions.

Most CDD projects and programs involve public processes in which citizens are encouraged to provide input and work together toward shared goals.

Events which CDD staff have organized or helped organize:

Cambridge Bicycle Rides (2/year); CitySmart neighborhood events; GoGreen Awards; Commute a Better Way Day; Storywalks; Harvard Square *Sparklefest*; Mayfair and Oktoberfest; Inman Square Movie Night, Shop Inman by Moonlight and Ghoulish Gathering.

CDD participates in additional events, which occur throughout the year including: Cambridge Science Festival; National Night Out; National Fair Housing event.

Formed a task force on **nightlife and outdoor activity**. Issued a report in summer 2010. Implemented a recommendation for a community calendar and held workshop to facilitate permitting and licensing of outdoor activities.

Insights/Ideas for Next Year:

Continue to implement recommendations of the task force.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Evaluate City expenditures with a view for maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.			
<ul style="list-style-type: none"> As part of the FY10 and FY11 budget process, an exploration of the potential consolidation of departments (including departments within 			

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.			
<ul style="list-style-type: none"> Green jobs recommendations developed by January 1, 2010. 500 newly planted city trees per year by June 2010. 	✓		
<ul style="list-style-type: none"> A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues. 	✓		
<ul style="list-style-type: none"> Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstructions. 	✓		

Comments: (Why/Why not?)

The **Green Jobs Task Force** completed its work in December 2009. A **Green Jobs** program to train qualified residents in the areas of green building maintenance and energy efficiency began in April 2010. As of September 1, 2010 six residents have entered the program, with the first "cohort" scheduled to complete training in mid-September 2010. Recruiting for program participants is ongoing.

A comprehensive package on **green zoning** recommendations was adopted by the City Council on August 2, 2010.

Insights/Ideas for Next Year:

A **Healthy Playgrounds** Advisory Committee will be formed in early 2011 after a series of public outreach meetings in fall 2010 to implement the policies and recommendations of the Healthy Playgrounds Study.

Work to increase and invigorate open space and natural environment for all residents of Cambridge: efforts to include connectivity of parklands, increasing community gardening activity, etc.

Additional broad categories of activity in Environmental arena include:

- Assessment of climate change vulnerability
- Develop specifications for supporting electric vehicle charging in Cambridge
- Grand Junction planning
- Work with City of Boston & other municipalities on assessing feasibility for developing plan to introduce bike share program
- Document lessons learned about on & off street parking and develop parking policies to support the City's climate change program
- Develop strategies for reducing energy consumption in commercial buildings
- Build support for continued progress from initiatives to promote walking, biking & traffic calming

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Preserve and create Affordable Housing for low, moderate and middle-income residents including families.			
<ul style="list-style-type: none"> New affordable housing pilot programs which focus on moderate income residents affected by development including municipal employees. 			

Comments: (Why/Why not?)

Issued a report on nightlife and outdoor activity in summer 2010. The Economic Development Division of CDD and the Office for Tourism are in the process of implementing a recommendation for a community calendar and held workshop to facilitate permitting and licensing of outdoor activities.

In 2006 CDD had many meetings with Agassiz and Neighborhood 9 residents about preserving and enhancing ground floor retail from Cambridge Common to Porter Square. Similar discussions occurred during the Lesley University rezoning process in 2009. While no action on zoning proposals was taken on the former, the approved Lesley rezoning included provisions for ground floor retail. As part of the ongoing North Mass Ave Corridor Study effort, CDD will hold a meeting in fall 2010 to discuss ways to sustain and expand successful ground floor retail.

All neighborhood study updates include an inventory of existing retail spaces, a discussion of the desired retail mix and a strategy for achieving that mix.

Insights/Ideas for Next Year:

- Create stronger partnerships between entrepreneurial entities at MIT and Harvard to tap into emerging business ventures to encourage businesses to lease space in Cambridge.
- Implement increased outdoor and nightlife activities assisting neighborhood groups and business association to produce joint activities citywide.

B. Emerging Issues and New Ideas: Please suggest any additional issues or ideas for goals and objectives that were not captured in the previous year's goals.

Integrating sustainability into all areas of activity:

Beginning in fall 2010 all neighborhood studies and neighborhood study updates will include a segment on sustainability and climate change. This effort will include presenting neighborhood based information on green buildings, solar installations and the like.

The Economic Development and the Environment and Transportation Divisions of CDD are developing a program to inform businesses about climate change issues. A meeting will take place in winter 2011.

Plan/respond to change in development landscape to maintain consistency with city vision:

Work with the new owners of the North Point project as they move forward with the Special Permit for that project, to maximize the potential for a development that is current with overall city goals.

DHSP

Goals Reflection Papers for Cambridge City Staff

A. Reflections on FY 09 & FY 10 Goals and Objectives: In order to guide the City Council in developing goals and objectives for FY 11, please evaluate the success and impact of last year's goals and objectives as they relate to your department, by 1) checking off to what extent they have been achieved, 2) commenting on why they were or were not achieved, and 3) suggesting any insights or lessons on these goals and objectives that the Council should consider in setting next year's goals.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.			
<ul style="list-style-type: none"> An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities. 			
<ul style="list-style-type: none"> Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g. block parties). 	X		
<ul style="list-style-type: none"> A pilot Get to Know Your Neighbor Campaign in 4 neighborhoods by June 20, 2010. 	X		
<ul style="list-style-type: none"> A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010. 			

Comments: (Why/Why not?)

- Through the Youth Centers, Community Schools and Recreation Division of Human Services, events occurred in every neighborhood, including Arts in the Park, Screen on the Green, Block Parties, and other Community Get-togethers.
- With the Police Department, Human Services did Door-to-Door Campaigns and Resource Nights or Cookouts in housing developments in Area IV and several in North Cambridge. There were not more general full neighborhood events. We are adding East Cambridge and West Cambridge this year as well as continuing in North Cambridge and Area IV.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Evaluate City expenditures with a view for maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.			
<ul style="list-style-type: none"> As part of the FY10 and FY11 budget process, an exploration of the potential consolidation of departments (including departments within the School Department) providing similar services with the intention of better delivery of those services of a reduced cost. 			
<ul style="list-style-type: none"> An adopted FY10 and FY11 budget that ensures delivery of quality services to residents while maintaining a reasonable tax rate. 			

Comments: (Why/Why not?)

NA

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.			
<ul style="list-style-type: none"> Green jobs recommendations developed by January 1, 2010. 500 newly planted city trees per year by June 2010. 	X		
<ul style="list-style-type: none"> A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues. 			
<ul style="list-style-type: none"> Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstructions. 			

Comments: (Why/Why not?)

The Department of Human Service Programs and the Community Development Department worked with the Green Jobs Task Force to develop and implement Green Jobs Training Programs through the Asian American Civic Association.

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Preserve and create Affordable Housing for low, moderate and middle-income residents including families.			
<ul style="list-style-type: none"> New affordable housing pilot programs which focus on moderate income residents affected by development including municipal employees. 			
<ul style="list-style-type: none"> Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the planning Board Town/Gown discussions, beginning with the 2010 Town/Gown Reports. 			
<ul style="list-style-type: none"> A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010. 	X		

Comments: (Why/Why not?)

Report was completed and a housing forum will be held on November 10th to explore the landscape for senior housing for the future.

Insights/Ideas for Next Year:

North Cambridge Resources

Do you want to know more about the recent incidents in North Cambridge? Come to the
North Cambridge Crime Task Force Meeting
Wednesday, May 20 at 6 p.m.
Jefferson Park Community Room
For more information, call 617-349-4293

RESOURCES

West Cambridge Youth Center Teen Evening Program
Starts July 6. Open Tuesday – Friday From 6:30-9 p.m.
Get picked up and dropped off at Gately.
CALL 617-349-6314.

CambridgeWorks is a transitional program for ages 18-35.
CALL Michael Merullo, Cambridge Works, 617-349-7743.

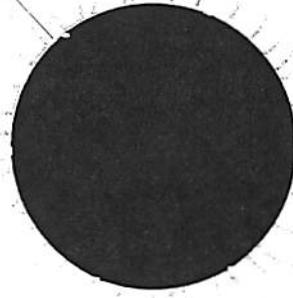
Cambridge Employment Program (CEP) offers adults information on employment, job training and education opportunities. CALL 617-349-6166.

IMPORTANT NUMBERS

Cambridge Police Department	Emergency 911
Non-emergency	617-349-3300
Gately Youth Center	617-349-6277
Office of Workforce Development	617-349-6166
Fitzgerald Community School	617-349-6302
North Cambridge Task Force	617-349-4293
Department of Human Service Programs	617-349-6200

Cambridge Police Anonymous Tip Hotline
617-349-3359

Send an anonymous text message to:
CRIMES (274637). Begin your text with
TIP650 and then type your message.



SUMMER PROGRAMS

The Center for Families Annual Family Fun Day

Saturday, June 6 10:30-1:30 p.m. at Rindge Field
(behind the Peabody School, 70 Rindge Ave.)

Activities for children 0-6 years!

For more information: 617-349-6385

www.cambridgema.gov/DHSP2/families.cfm

CAMPS FOR KIDS

PRE-SCHOOL through 6TH GRADE Fitzgerald Community Schools Camp

at the Peabody School

June 29 - August 14

CALL 617-349-6302

AGES 6 - 12

North Cambridge Evening Soccer at Russell Field

Rindge Avenue, Cambridge

For more info or to register,

www.bostonvineyard.org/soccernights

CALL 617-252-0005 X109

7TH AND 8TH GRADERS

Work Force Summer Literacy Camp

July 6 - August 13

M-Th, 9:00 p.m. to Noon

Fun, hand-on activities to strengthen
reading/writing skills and learn about
money management (earn a stipend of \$200)

CALL Elka Uchman @ 617-499-7110

AGES 9-13

Cambridge Youth Programs

4 specialized programs offered!

Discovery Program, Girls Empowerment,

Middle School Program and Sports Leadership

June 29 - August 14 (special 8th week available)

CALL 617-349-6200

Family Nights in the Park

Presented by the
City of Cambridge
Department of Human Service Programs
Recreation, Youth, and Community Schools Divisions

Screen on the Green

Summer Movie Schedule

Wednesday July 14, 2010— Sennott Park

Rain Site- Area IV Youth Center

Movie: Shrek the Third

George Saterial the Magician

Wednesday July 21 2010— Donnelly Field

Rain Site— Frisoli Youth Center

Movie: The Karate Kid (1984 Original)

Davey the Clown

Wednesday July 28, 2010— Hoyt Field

Rain Site— Moore Youth Center

Movie: Madagascar: Escape 2 Africa

Vanessa Trien Performer

Wednesday August 4, 2010— Green Rose Heritage Park

Rain Site— TBA

Movie: Where the Wild Things Are

Alexander the Jester

Wednesday August 11, 2010— Rindge Field

Rain Site— Gabaly Youth Center

Movie: My Dog Skip

Jenny the Juggler

Wednesday August 18, 2010 Glacken Field

Rain Site— West Cambridge Youth Center

Movie: Up

Peter Panic Juggler

Please call DHSP at 617-349-6200 for more information
ALL PERFORMANCES BEGIN AT 7:00pm



**Jugglers, Clowns,
Music, Magicians**

Attention AREA FOUR Families



is coming

What is Baby U?

It is a weekly workshop series offering support and information

Who should come?

Families expecting a baby or with a child 3 or younger

When:

September 2010

We provide:

✓ Childcare

✓ Food

✓ Free Give-Aways

You Could Win

An \$800 Cash Prize and Weekly Gift Certificates

For more information

Call: 617-620-4877 ♥ Email: BabyU@cambridgema.gov

Baby U is a City-wide Collaborative Funded by the City of Cambridge

FINANCE-----

Goals Reflection Papers for Cambridge City Staff

A. Reflections on FY 09 & FY 10 Goals and Objectives: In order to guide the City Council in developing goals and objectives for FY 11, please evaluate the success and impact of last year's goals and objectives as they relate to your department, by 1) checking off to what extent they have been achieved, 2) commenting on why they were or were not achieved, and 3) suggesting any insights or lessons on these goals and objectives that the Council should consider in setting next year's goals.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
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<ul style="list-style-type: none"> An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities. 			
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<ul style="list-style-type: none"> A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Evaluate City expenditures with a view for maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.			
<ul style="list-style-type: none"> As part of the FY10 and FY11 budget process, an exploration of the potential consolidation of departments (including departments within the School Department) providing similar services with the intention of better delivery of those services of a reduced cost. 	x		
<ul style="list-style-type: none"> An adopted FY10 and FY11 budget that ensures delivery of quality services to residents while maintaining a reasonable tax rate. 	x		

Comments: (Why/Why not?) The FY11 City and School Budget contained initiatives to reduce and consolidate positions and functions. The City completed the process of incorporating Emergency Management functions into the Fire Department Emergency Preparedness Coordination Division. In addition, a telephone operator position budget in the General Services Department was reduced through implementing an automated system. An Assistant Electrician position was reduced and duties were reassigned within the department. The School Department restructured central office

transportation, green space, for all incomes).
<ul style="list-style-type: none"> Annual report of the City Council on affirmative action adherence leading to a Plan (with measurable goals) to increase racial and cultural diversity in city employment. First report by the end of June 30, 2010.
<ul style="list-style-type: none"> An increased level of recruitment and opportunities for membership on boards and commissions.

Comments:

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.			
<ul style="list-style-type: none"> Green jobs recommendations developed by January 1, 2010. 500 newly planted city trees per year by June 2010. 			
<ul style="list-style-type: none"> A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues. 			
<ul style="list-style-type: none"> Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstructions. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Preserve and create Affordable Housing for low, moderate and middle-income residents including families.			
<ul style="list-style-type: none"> New affordable housing pilot programs which focus on moderate income residents affected by development including municipal 			

employees.
<ul style="list-style-type: none"> • Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the planning Board Town/Gown discussions, beginning with the 2010 Town/Gown Reports.
<ul style="list-style-type: none"> • A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010.

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Promote Doing Business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.			
<ul style="list-style-type: none"> • A report to the City Counsel's Economic Development Committee on successful nightlife campaigns in 3 communities across the US by June 30, 2010 			
<ul style="list-style-type: none"> • A set of zoning initiatives and negotiation to sustain and expand ground floor retail. 			
<ul style="list-style-type: none"> • All neighborhood studies undertaken by CDD to include a discussion of appropriate retail mix and recommendations for achieving that mix. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

B. Emerging Issues and New Ideas: Please suggest any additional issues or ideas for goals and objectives that were not captured in the previous year's goals.

Develop a bonding schedule which supports the results of the school feasibility study for elementary buildings in concert with a School Building Authority application process as well as provides funding for City Capital Projects, while being cognizant of the City Council Goal of evaluating expenditures with a view of maintain a strong fiscal position and awareness of the impact on taxpayers.

Goals Reflection Papers for Cambridge City Staff

A. Reflections on FY 09 & FY 10 Goals and Objectives: In order to guide the City Council in developing goals and objectives for FY 11, please evaluate the success and impact of last year's goals and objectives as they relate to your department, by 1) checking off to what extent they have been achieved, 2) commenting on why they were or were not achieved, and 3) suggesting any insights or lessons on these goals and objectives that the Council should consider in setting next year's goals.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.			
<ul style="list-style-type: none"> An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities. 			
<ul style="list-style-type: none"> Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g. block parties. 	✓		
<ul style="list-style-type: none"> A pilot Get to Know Your Neighbor Campaign in 4 neighborhoods by June 20, 2010. 	✓		
<ul style="list-style-type: none"> A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010. 			

Comments: (Why/Why not?)

The Police Department in collaboration with the Department of Human Services, Cambridge Housing Authority, Margaret Fuller House and the North Cambridge Crime Task Force are coordinating an initiative to foster community and re-energize neighborhood vitality through community outreach and activities focused especially on several housing developments in Area IV and North Cambridge. In addition, City departments will collaborate with neighborhood organizations to identify other neighborhoods where "Know Your Neighbor" campaigns are being developed.

Members of the department, affiliated departments and organizations worked with five (5) neighborhoods to create an initiative that allowed neighbors to get to know each other as well as an opportunity for forums to advise neighbors on available resources in the community. Our initiative included the following neighborhoods in our "Door to Door" outreach campaign:

- Newtowne Court/Washington Elms
- Fresh Pond Apartments/Jefferson Park
- Walden Square
- Lincoln Way
- Corcoran Park

The initiative included a door to door campaign through various housing developments of employees from various departments to introduce themselves, identify resources that are needed by the community as well as advise the community of resources that are currently available. These door to door campaigns also included information about forums that were held within the community on employment for youth in the summer, transitional job program, crime updates and our community policing programs that support neighborhood initiatives.

Insights/Ideas for Next Year:

The department will continue to work with other city departments in continuing to foster community and support neighbors and neighborhoods in getting to know each other through visibility at community events, Neighborhood Sergeants' Meetings, annual city events and youth programs throughout the year. In addition, the department is exploring opportunities to expand the Cambridge Youth Police Academy. We hope to provide education to youth during a one week youth academy during school vacation to expand interests in the law enforcement field as well as what the police department is all about.

The door to door outreach initiative will continue in FY11/FY12 with a focus on some additional neighborhoods and continued follow up with neighborhoods involved in the initiative. In addition, the outreach campaign has expanded to include Roosevelt Towers and residents bordering the Wellington/Harrington neighborhoods. We hope to expand the program and continue annually to do outreach campaigns and information nights to inform residents of programs in the community as well as resources. These efforts are also to improve relationships with the police and residents among the neighborhoods.

Goal/Objective	Have they been achieved?		
Evaluate City expenditures with a view for maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.	Yes	Partially	No
<ul style="list-style-type: none"> As part of the FY10 and FY11 budget process, an exploration of the potential consolidation of departments (including departments within the School Department) providing similar services with the intention of better delivery of those services of a reduced cost. 			
<ul style="list-style-type: none"> An adopted FY10 and FY11 budget that ensures delivery of quality services to residents while maintaining a reasonable tax rate. 	✓		

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

The Police Department is expanding the Quality of Service Assessment program to determine the quality of service provided by police and emergency communications staff. We are interested in expanding the assessment tools online to get a better return on getting information from residents who have interacted with the police officers or dispatchers to ensure the quality of service provided is meeting or exceeding our expectations. By adding an on-line assessment survey, this will increase our opportunities in getting valuable feedback as well as enhancing our program.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Strengthen and support Public Education and other Learning in Cambridge for the benefit of residents of all ages.			
<ul style="list-style-type: none"> By June 30, 2010, a plan to increase the percentage of children entering kindergarten with the appropriate skills and "ready to learn". 			
<ul style="list-style-type: none"> A long-term capital assessment of elementary schools, undertaken in collaboration within the School Committee, in FY10 (in order to prepare school buildings to meet educational needs of 21st century). 			
<ul style="list-style-type: none"> A long term home for Community Learning Center by FY12. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Value and support of racial, socioeconomic, cultural and religious Diversity of our city.			
<ul style="list-style-type: none"> A complete plan for Aging in the Community by June 30, 2010 (including services and physical aspects, housing options, retail, transportation, green space, for all incomes). 			
<ul style="list-style-type: none"> Annual report of the City Council on affirmative action adherence leading to a Plan (with measurable goals) to increase racial and cultural diversity in city employment. First report by the end of June 30, 2010. 			
<ul style="list-style-type: none"> An increased level of recruitment and opportunities for membership on boards and commissions. 			

Comments:

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.	Yes	Partially	No
<ul style="list-style-type: none"> Green jobs recommendations developed by January 1, 2010. 500 newly planted city trees per year by June 2010. 			
<ul style="list-style-type: none"> A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues. 			
<ul style="list-style-type: none"> Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstructions. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Preserve and create Affordable Housing for low, moderate and middle-income residents including families.	Yes	Partially	No
<ul style="list-style-type: none"> New affordable housing pilot programs which focus on moderate income residents affected by development including municipal employees. 			
<ul style="list-style-type: none"> Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the planning Board Town/Gown discussions, beginning with the 2010 Town/Gown Reports. 			
<ul style="list-style-type: none"> A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Promote Doing Business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.			
<ul style="list-style-type: none"> A report to the City Counsel's Economic Development Committee on successful nightlife campaigns in 3 communities across the US by June 30, 2010 			
<ul style="list-style-type: none"> A set of zoning initiatives and negotiation to sustain and expand ground floor retail. 			
<ul style="list-style-type: none"> All neighborhood studies undertaken by CDD to include a discussion of appropriate retail mix and recommendations for achieving that mix. 			

Comments: (Why/Why not?)

The police department has begun working with the various universities on a number of collaborations including emergency planning, table top exercises and other security initiatives.

Insights/Ideas for Next Year:

In FY11/FY12, the department will be working with Harvard University and MIT Police departments to better integrate policing in the City of Cambridge. As a result of the Cambridge Review Committee report, it was recommended to collaborate on policies and procedures, training to ensure optimized coordination in services. As a result, we are preparing to invite MIT and HU officers to attend our annual in-service training. This will be a unique opportunity to share commonalities in issues, addressing issues of concern in a more standardized approach to policing as well as a clear expectation to the residents on what they may encounter when dealing with any law enforcement official within the City of Cambridge.

We will continue other collaborations on emergency planning and other training

B. Emerging Issues and New Ideas: Please suggest any additional issues or ideas for goals and objectives that were not captured in the previous year's goals.

During the incident of July 16, 2009, the department and city learned some very valuable lessons in dealing with high profile incidents. One of the recommendations from the Cambridge Review Committee final report is to establish a communication strategy that would assist the City of Cambridge regarding internal and external communication following a major incident. Protocols could be developed to assist in managing communication through government and community leaders to inform constituents in a consistent manner. This is most beneficial in combating public perceptions and rumors that spread across the community that causes unrest.

**Department of Public Works
Goals Reflection Papers for Cambridge City Staff**

A. Reflections on FY 09 & FY 10 Goals and Objectives: In order to guide the City Council in developing goals and objectives for FY 11, please evaluate the success and impact of last year's goals and objectives as they relate to your department, by 1) checking off to what extent they have been achieved, 2) commenting on why they were or were not achieved, and 3) suggesting any insights or lessons on these goals and objectives that the Council should consider in setting next year's goals.

Goal/Objective	Have they been achieved?		
	Yes	Partial	No
Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.	Yes	Partial	No
<ul style="list-style-type: none"> An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities. 	Y		
<ul style="list-style-type: none"> Forty annual neighborhood events that foster community and support neighbors getting to know each other (e.g. block parties. 	Y		
<ul style="list-style-type: none"> A pilot Get to Know Your Neighbor Campaign in 4 neighborhoods by June 20, 2010. 			
<ul style="list-style-type: none"> A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010. 	Y		

Comments: (Why/Why not?)

- Participated in Climate Congress and follow up.
- Participated in nightlife committee.
- In FY10 DPW permitted 59 locations for outdoor dining. Improved administration of outdoor dining program in a manner that works for businesses, is consistent with other sidewalk requests, retains strong support of numerous groups and provides sidewalks that work for all people.

Additional DPW accomplishments:

- Supported over 200 public events—ranging from large festivals to neighborhood block parties and youth events— through the coordination of the interdepartmental Special Events Committee and provision of basic services.
- Reconstructed streets and sidewalks including: Prospect Street (from Massachusetts Avenue to Hampshire Street), Brookline Street (from Henry Street to Green Street), Blanchard Road (from Concord Avenue to Grove Street), Cedar Street (from Rice Street to Harvey Street), Appian Way (from Garden Street to Brattle Street, including a raised device designed in consultation with the Cambridge Commission for Persons with Disabilities), Brattle Street (from Fresh Pond Parkway to Sparks Street) and Middlesex Street (from Rindge Avenue to Pemberton Street). These locations were selected for reconstruction using the approach identified in the City's comprehensive *Five Year Street and Sidewalk Plan*, which prioritizes street and sidewalk reconstruction on the basis of condition, accessibility and location (the report is posted online at <http://www.cambridgema.gov/TheWorks/departments/engnr/fiveyearplan.aspx>).

<ul style="list-style-type: none"> As part of the FY10 and FY11 budget process, an exploration of the potential consolidation of departments (including departments within the School Department) providing similar services with the intention of better delivery of those services of a reduced cost. 	
<ul style="list-style-type: none"> An adopted FY10 and FY11 budget that ensures delivery of quality services to residents while maintaining a reasonable tax rate. 	Yes

Comments: (Why/Why not?)

DPW accomplishments:

- Reduced non-snow/ non-emergency overtime hours by 10% as compared to the previous year, while delivering a comparable level of service and supporting 30% more special events and more elections than the previous year. This was accomplished through a re-evaluation of all Department operations with a focus on increased efficiency, which resulted in changes including how special events are staffed and in modifications of scheduled work hours for custodial staff at certain public buildings that receive frequent evening use.
- Redesigned the DPW website to be both easier to navigate and more visually appealing, with content reorganized based on customer feedback received through surveys, an evaluation of web-traffic statistics, and staff focus groups. A second phase of this project will include the launch of a new online permitting system in FY11 that will be integrated with the City's work order system, further improving the Department's efficiency and providing a new, convenient option for customers.
- Continued to improve productivity and accountability across program areas by integrating the work order system and Geographic Information Systems (GIS) in Department operations through projects such as: the Urban Forestry program's new GIS-linked daily work log; a pilot mobile-technology project connecting the City Arborist to the work order system and the tree inventory from the field; continued improvements to the scheduling and tracking of sewer preventive maintenance and catch basin cleaning; and completion of a park facilities inventory to provide the basis for developing a more efficient park preventative maintenance program.
- Ensured that MIT's large building projects fully mitigated construction impacts on municipal infrastructure. MIT completed the reconstruction of streets and sidewalks on Amherst Street, Ames Street, Wadsworth Street, and Main Street as part of their overall building program.
- Ensured that Biomed Realty's building project fully mitigated construction impacts on adjacent municipal infrastructure. Biomed completed the reconstruction of Linskey Way (from Second Street to Third Street) and Second Street (from Binney Street to Athenaeum Street) as part of their building program.
- Completed ten miles of crack sealing, a cost-effective maintenance practice that extends the life of streets, reducing future major construction needs.
- Enrolled 14 DPW construction project managers in Northeastern University's Graduate Certificate in Project Management Program, in order to ensure the management of construction projects is as effective and efficient as possible. The construction project

management team also improved their knowledge and skills by attending pavement technology and stormwater management workshops.

- Purchased 11 additional “Big Belly” solar-powered, trash-compacting receptacles to replace existing barrels in high-use locations, with larger capacity and better seals to improve litter and rodent control. Funding for this purchase came partly from Cambridge residents choosing to pay a small surcharge on their electric bills each month to support renewable energy, along with matching funds provided by the *Massachusetts Renewable Energy Trust*.
- Invested in improved snow removal equipment, including two new computerized salt-spreaders, designed to use the amount of ice-melt most appropriate to given conditions, reducing material costs and environmental impacts while maintaining roadway safety.
- Implemented pilot semi-automated rubbish collection in a program in collaboration with the Cambridge Housing Authority.
- Utilized *Community Preservation Act* funds to bring to 47 the total number of historic staircases restored throughout the Cambridge Cemetery and continued to implement the Cambridge Cemetery Master Plan, adding 100 additional burial spaces during the past year. Cemetery staff also reduced maintenance costs by improving their capacity to complete monument repairs and power-washing without the use of outside contractors, and by investing in equipment to reduce labor involved in mowing the 66-acre site.

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Strengthen and support Public Education and other Learning in Cambridge for the benefit of residents of all ages.	Yes	Partially	No
<ul style="list-style-type: none"> • By June 30, 2010, a plan to increase the percentage of children entering kindergarten with the appropriate skills and “ready to learn”. 			
<ul style="list-style-type: none"> • A long-term capital assessment of elementary schools, undertaken in collaboration within the School Committee, in FY10 (in order to prepare school buildings to meet educational needs of 21st century). 			
<ul style="list-style-type: none"> • A long term home for Community Learning Center by FY12. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Value and support of racial, socioeconomic, cultural and religious Diversity of our city.	Yes	Partially	No
<ul style="list-style-type: none"> • A complete plan for Aging in the Community by June 30, 2010 (including services and physical aspects, housing options, retail, transportation, green space, for all incomes). 			
<ul style="list-style-type: none"> • Annual report of the City Council on affirmative action adherence 			

program is expected to result in at least a 10% increase in recycling. Development of this new program will include a substantial public information component and planning for the distribution of 15,000 recycling totes to single through 5 unit residences.

- Installed additional public area recycling receptacles in commercial areas in Kendall Square and Lafayette Squares.
- Collected nearly 100,000 pounds of food waste in the drop-off program, more than doubling last year's total. Continued to assist the lunchroom composting program at the King Open School (which diverted 10,000 pounds of food waste in the first 10 months), and commenced planning for the 9th grade campus lunchroom composting program.
- Coordinated an inter-departmental effort to provide for energy efficiency improvements at municipal buildings using \$760,000 in US Department of Energy funding under the *Energy Efficiency and Conservation Block Grant* program. During the next 3 years, this funding will be used to reduce energy use at up to 15 buildings through upgrades such as the replacement of old boilers with high-efficiency condensing units, lighting upgrades and occupancy sensors, HVAC controls, and various operations & maintenance modifications. Many improvements will leverage additional funding through NStar energy rebates.
- Managed the installation of photovoltaic panel systems at the DPW Frazier Administration Building and at the Frisoli Youth Center. The funding came partly from Cambridge residents choosing to pay a small surcharge on their electric bills each month to support renewable energy, along with matching funds from the *Massachusetts Renewable Energy Trust*, and a bonus awarded by the Trust as the result of a successful community drive that enrolled 300 Cambridge residents and businesses in the New England Wind Fund.
- Converted 22 toilets from 3.5 gallons per flush and to between .6 and 1.6 gallons per flush through an MWRA rebate-eligible water conservation project.
- Improved energy management capabilities by installing a new web based energy management system at the Healy Public Safety Facility and the West Cambridge Youth Center, bringing the total of remotely accessible systems at City buildings to nine.
- Enhanced the Department's capacity to build and maintain energy efficient buildings through continuing education in the Building Maintenance and Administration Division, including HVAC, Solar, and Geothermal system training for DPW's skilled building tradeworkers and a LEED Building Design & Construction Certification course for DPW's mechanical engineer.
- Sponsored Team GreenSense, part of the Mayor's Summer Youth Employment Program, which introduced Cambridge high school students to environmental sustainability topics, including green buildings, energy and water conservation, food and agriculture, waste and recycling, and transportation. The team conducted service projects and produced a video calling on their peers to "go green" and live sustainably.
- Reduced electricity consumption in participating City buildings by 5% during the first full year of the Cambridge GreenSense program. Cambridge GreenSense engages 75 municipal employees in more than 40 City buildings to educate colleagues and promote

energy-conserving practices in their departments. The amount of electricity saved is enough to power all the City's fire stations for 6 months.

- Received \$150,000 in *American Reinvestment and Recovery Act* funds to perform a pilot study of improving stormwater quality through vacuum street sweeping. Administered in partnership with the United States Geological Survey, this study will be used by the United States Environmental Protection Agency and the Massachusetts Department of Environmental Protection to refine existing storm water runoff models and to inform future regulations and policy.
- Completed significant improvements to the sewer and stormwater system to improve sewer service levels, reduce flooding and improve water quality, including common manhole separation in Central Square, Cambridge Highlands, and at Putnam Avenue and Kinnaird Street.
- Started field investigations and planning for upcoming Western Avenue Improvements, which will include significant sewer and stormwater utility improvements.
- Completed the construction of the Ellery Street flood protection/stormwater management facilities, which connects flood-prone areas to a 330,000 gallon stormwater storage facility at the Main Library site. This work also includes street and sidewalk restoration on Ellery Street (from Cambridge Street to Broadway), as well as traffic calming facilities on both Cambridge Street and Broadway.

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Preserve and create Affordable Housing for low, moderate and middle-income residents including families.	Yes	Partially	No
<ul style="list-style-type: none"> • New affordable housing pilot programs which focus on moderate income residents affected by development including municipal employees. 			
<ul style="list-style-type: none"> • Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the planning Board Town/Gown discussions, beginning with the 2010 Town/Gown Reports. 			
<ul style="list-style-type: none"> • A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Promote Doing Business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.	Yes	Partially	No
<ul style="list-style-type: none"> • A report to the City Counsel's Economic Development Committee on successful nightlife campaigns in 3 communities across the US by June 30, 2010 			
<ul style="list-style-type: none"> • A set of zoning initiatives and negotiation to sustain and expand ground floor retail. 			
<ul style="list-style-type: none"> • All neighborhood studies undertaken by CDD to include a discussion of appropriate retail mix and recommendations for achieving that mix. 			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

B. Emerging Issues and New Ideas: Please suggest any additional issues or ideas for goals and objectives that were not captured in the previous year's goals.

Goals Reflection Papers for Cambridge City Staff-- License

A. Reflections on FY 09 & FY 10 Goals and Objectives: In order to guide the City Council in developing goals and objectives for FY 11, please evaluate the success and impact of last year's goals and objectives as they relate to your department, by 1) checking off to what extent they have been achieved, 2) commenting on why they were or were not achieved, and 3) suggesting any insights or lessons on these goals and objectives that the Council should consider in setting next year's goals.

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Foster Community and support Neighborhood Vitality. Support opportunities for citizens to participate in setting city priorities and to know each other within their neighborhoods and across the city.			
<ul style="list-style-type: none"> An Annual World Café to engage citizens from different backgrounds and neighborhoods to discuss the state of the city and its priorities. 			
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<ul style="list-style-type: none"> A pilot Get to Know Your Neighbor Campaign in 4 neighborhoods by June 20, 2010. 			
<ul style="list-style-type: none"> A report by a citizen/business/staff task force on Improving Sidewalk Activity by June 30, 2010. 	x		

Comments: (Why/Why not?)

The Sidewalk Patio Program continues to flourish established in 2008. Yes our goal has been achieved. In 2009 the License Commission had 13 approved alcohol restaurant patios on public sidewalks. In 2010, we added 10 more such patios and have 2 more pending yet to be opened. In addition, the License Commission had 38 non-alcoholic restaurant patios operating in 2009 and added 14 more patios in 2010.

The goal for the next year patio season is to encourage at least 5 to 8 more alcoholic patios and 10 to 12 more non-alcohol patios. We have also streamlined the process, made it easier to apply and extended the city agreements with the establishments from one year to a two year period.

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Evaluate City expenditures with a view for maintaining a Strong Fiscal Position and awareness of the Impact on Taxpayers.			
<ul style="list-style-type: none"> As part of the FY10 and FY11 budget process, an exploration of the potential consolidation of departments (including departments within the School Department) providing similar services with the intention 			

of better delivery of those services of a reduced cost.
<ul style="list-style-type: none"> An adopted FY10 and FY11 budget that ensures delivery of quality services to residents while maintaining a reasonable tax rate.

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Strengthen and support Public Education and other Learning in Cambridge for the benefit of residents of all ages.			
<ul style="list-style-type: none"> By June 30, 2010, a plan to increase the percentage of children entering kindergarten with the appropriate skills and "ready to learn". 			
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Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
Value and support of racial, socioeconomic, cultural and religious Diversity of our city.			
<ul style="list-style-type: none"> A complete plan for Aging in the Community by June 30, 2010 (including services and physical aspects, housing options, retail, transportation, green space, for all incomes). 			
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<ul style="list-style-type: none"> An increased level of recruitment and opportunities for membership 			

on boards and commissions.

Comments:

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
Promote a Healthy Environment by adopting healthy and environmentally sound and energy efficient practices throughout the community.	Yes	Partially	No
<ul style="list-style-type: none">Green jobs recommendations developed by January 1, 2010. 500 newly planted city trees per year by June 2010.			
<ul style="list-style-type: none">A comprehensive green zoning regulation plan for sustainable development by June 30, 2011, which includes noise issues.			
<ul style="list-style-type: none">Sufficient sidewalk width to accommodate street trees when possible in all street and sidewalk reconstructions.			

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Cambridge Clean Air Cab program. The had 13 hybrids on the road in 2009. The goal was to add 6. The City added 12 for a total of 25 hybrids on the road today. We have achieved our goal. The plan for next year is to add 15 to 18 more hybrids with the new state grant to be finalized this fall.

Goal/Objective	Have they been achieved?		
Preserve and create Affordable Housing for low, moderate and middle-income residents including families.	Yes	Partially	No
<ul style="list-style-type: none">New affordable housing pilot programs which focus on moderate income residents affected by development including municipal employees.			

<ul style="list-style-type: none"> • Reports from Cambridge universities on their current housing for staff and their plans for increasing housing for their staff as part of the planning Board Town/Gown discussions, beginning with the 2010 Town/Gown Reports.
<ul style="list-style-type: none"> • A demographic analysis of future needs and an assessment of preferred housing types for senior housing by June 30, 2010.

Comments: (Why/Why not?)

Insights/Ideas for Next Year:

Goal/Objective	Have they been achieved?		
	Yes	Partially	No
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Comments: (Why/Why not?)

Insights/Ideas for Next Year: