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DEAR FRIENDS,

Public health is undergoing a transformation to create lasting improvements for the health of everyone in America. Under this vision, called Public Health 3.0, local health departments will serve as the chief health strategist for their communities. They will cultivate and participate in cross-sector partnerships to improve the conditions that contribute to health and well-being. These conditions or “determinants of health” include having opportunities for education and good jobs; feeling safe and socially connected; and having access to healthy food, quality housing, and medical care.

In Cambridge, we are fortunate to have much of the infrastructure in place to create a more equitable, sustainable, and resilient community. We have a progressive city government with the knowledge, resources, and will to tackle pressing social and health issues facing our community, such as affordable housing, the education gap, climate change, interpersonal violence and trauma, and substance use disorders and addiction.

Our department is well-poised to lead and support the city’s effort to build a culture of health in Cambridge. In October, we completed the documentation to become a nationally accredited health department, a four-year process that gave us the framework to create effective partnerships, improve internal systems, and build a workforce with the skills necessary to meet 21st century health and social challenges. Our department also has reliable and actionable local health data, and staff with the expertise to guide us in making data-driven decisions.

I am proud of the Cambridge Public Health Department’s accomplishments this past year. In addition to leading the implementation of the city’s Community Health Improvement Plan and completing our application for accreditation, the department promulgated a beekeeping regulation, hosted the 2017 Cambridge Biosafety Forum, began offering overdose response trainings to businesses, and contributed to the city’s climate change preparedness and resilience planning efforts.

Read on for more stories about Cambridge and its journey to better health.

Claude Jacob
Chief Public Health Officer
Cambridge Health Alliance
City of Cambridge
Who We Are

**PUBLIC HEALTH IS ABOUT PROTECTING THE HEALTH OF AN ENTIRE POPULATION.** For us, that means all people who live, learn, work, or spend time in Cambridge. Cambridge is a close-knit community of people of different races, ethnicities, cultures, languages, faiths, incomes, and lifestyles. To increase opportunities for all people to live healthy lives, the Cambridge Public Health Department provides services, analyzes and shares information, implements policies, and enforces regulations in ways that benefit everyone. After all, improving quality of life is what public health and Cambridge are all about.

**Vision**

The Cambridge Public Health Department is a leading, innovative, and model agency that facilitates optimal health and well-being for all who live, learn, work, and play in Cambridge.

**Mission**

The Cambridge Public Health Department improves the quality of life for all who live, learn, work, and play in the city by preventing illness and injury; encouraging healthy behaviors; and ensuring safe and healthy environments.

**Shared Values**

- Professionalism and Excellence
- Innovation
- Collaboration
- Social Justice and Equity
National Accreditation

The Cambridge Public Health Department began a transformative journey four years ago to achieve national accreditation. Only 7% of local health departments in the U.S. currently meet the Public Health Accreditation Board’s rigorous national standards for delivering quality programs and services to the community.

This effort involved rethinking the role of the Cambridge Public Health Department in the community and leading a process in which people from many different sectors came together to develop strategies to address the city’s major health needs.

This collaborative approach led to the completion of three major documents required for accreditation: the 2014 City of Cambridge Community Health Assessment, 2015 City of Cambridge Community Health Improvement Plan, and 2015 Cambridge Public Health Department Strategic Plan. These plans, which are fully updated every five years, inform the department’s priorities and actions.

Throughout the accreditation journey, the health department assessed organizational strengths and weaknesses. A formal quality improvement plan was completed in 2016 and a performance management system was implemented in 2017.

The department recently completed one of the final milestones for accreditation: the creation and compilation of 330 documents that demonstrate how it is meeting nationally recognized standards for governmental health departments. The documentation includes internal policies, practices, and systems related to assessing the health of the community; investigating and responding to health threats; informing the community about public health issues; enforcing public health laws; and ensuring a high-performing workforce.

The documentation was submitted to the Public Health Accreditation Board on October 19, 2017. A final decision is expected in 2018.

ACCREDITATION TIMELINE
Cambridge Public Health Department

- **2013**: Process launched
- **2014**: Community health assessment completed
- **2015**: Health department strategic plan completed
- **2016**: Health department application submitted and accepted
- **2017**: Health department documentation submitted to PHAB
- **2018**: PHAB site visit and decision
National Accreditation

Community Health Improvement Plan (CHIP)

The 2015 City of Cambridge Community Health Improvement Plan has set the city’s health agenda through 2020.

The plan lays out goals, objectives, and strategies for making tangible progress in four health priority areas: healthy eating and active living; mental health and substance abuse; violence; and healthy, safe, and affordable housing. Two additional topics—health access and health equity/social justice—are integrated across priority areas because they are the foundations of a healthy population.

In 2017, the health department and partner organizations worked on CHIP strategies identified for implementation in Year 2 (July 2016–June 2017) and developed a Year 3 action plan. The following pages describe progress in each priority area during Year 2, including challenges and opportunities encountered while implementing the city’s first-ever community health improvement plan.

CHIP Partners

Here are some of the many city and community partners that are implementing the community health improvement plan.

City of Cambridge
Cambridge Public Schools
City Manager’s Office
Community Development Department
Department of Human Service Programs
Department of Public Works
Domestic and Gender-Based Violence Prevention Initiative
Fire Department
Food and Fitness Policy Council
Inspectional Services Department
License Commission
Peace Commission
Police Department
Public Health Department
Water Department
Women’s Commission

Community Partners
AIDS Action Committee/Needle Exchange and Overdose Prevention Program
Bay Cove Human Services/CASPAR
Cambridge Community Center
Cambridge Health Alliance
Cambridge Housing Authority
Cambridge YWCA
CitySprouts Garden Program
Eliot Community Human Services
Food for Free
Institute for Community Health
Institute for Health and Recovery
Learn to Cope
Massachusetts Department of Public Health
Massachusetts Institute of Technology
Mount Auburn Hospital
Pro EMS
Transition House

In July 2017, representatives from city departments and community organizations participated in the health department’s annual CHIP action planning session to determine Year 3 strategies for the city’s health priorities.
GOAL: Make it easy for people to improve health and well-being through healthy eating and active living.

Cambridge is nationally recognized for its collaborative and innovative approaches to healthy eating and active living.

Two decades ago, a team of public health professionals, city staff, parents, and the Cambridge Public Schools came together to address obesity among the city’s school children. This collaboration resulted in school cafeterias serving healthier and locally grown foods, the establishment of school gardens in all elementary schools, and the adoption of school nutrition policies.

Since the late 2000s, city and community partners have focused on policy and systems change for creating a healthy, sustainable, and equitable food and fitness environment throughout Cambridge. Accomplishments have included establishing the Cambridge Food and Fitness Policy Council; introducing salad bars and international cuisine in school cafeterias; increasing the purchasing power of low-income residents at farmers markets; launching a popular bike-share program; renovating city parks and playgrounds; and creating safer streets for walking and biking.

“A COMMON MISCONCEPTION ABOUT EATING HEALTHY IS THAT IT IS UP TO INDIVIDUALS TO CHOOSE WHAT THEY PUT IN THEIR BODY. THIS IS SIMPLY NOT THE CASE. IT IS A PRIVILEGE TO BE ABLE TO EAT HEALTHY.”

—Sophie Harrington, CRLS student and Cambridge SNAP Match Program intern
YEAR 2 HIGHLIGHTS (July ‘16 – June ’17)

The Cambridge SNAP Match Coalition, led by the health department, raised $24,000 in 2017 to help residents with low incomes buy fresh, local food at Cambridge farmers markets; and launched a website and social media account. SNAP Match funds allow shoppers using SNAP (formerly food stamps) benefits to double their purchasing power up to a $15 value per visit at three participating markets.

To ensure that students at the Fletcher Maynard Academy do not start their school day hungry, the elementary school continued to offer free breakfast in the classroom to all students. Fletcher Maynard Academy is reimbursed for all school meals through the federal Hunger-Free Kids Act of 2010.

The Cambridge Food and Fitness Policy Council’s Urban Agriculture Task Force, led by the Cambridge Public Health Department and Community Development Department, continued developing a comprehensive urban agriculture policy for the city. In Year 2, the health department drafted regulations pertaining to hen-keeping, beekeeping, and soil safety where food is grown for sale or distribution. The Community Development Department continued developing zoning provisions for these activities, and for seasonal farmers markets and distribution of community supported agriculture products. An overview of the regulations and zoning provisions were posted online and presented at a public forum in March 2017.

The Healthy Markets Program worked with local convenience stores and food markets to promote healthy foods and beverages and make it easier for neighborhood residents to eat healthier. Year 2 activities included recruiting two additional food markets to the program, producing a “How Was Lunch?” public service announcement, publishing an interactive story map of participating stores, and providing ongoing marketing support to store owners. The Healthy Markets Program is an initiative of the health department, Community Development Department, and Inspectional Services Department.

Harvard Market located near Cambridge Rindge and Latin School became the seventh partner store of the Healthy Markets Program. Healthy grab-and-go snacks for students and teachers are a mainstay of the business, say owners Jehan Alarbid and Mounir Hamza (pictured).
To increase access to tap water in public places, the Department of Public Works installed outdoor water bottle filling stations in August 2016 in five city parks: Donnelly Field, Greene-Rose Heritage Park, St. Peter’s Field, Hoyt Field, and Russell Field. The project was funded by a $40,000 award from the city’s Participatory Budgeting initiative.

Hubway, the municipally-owned bike share program in Cambridge, Boston, Brookline, and Somerville, continued to grow, with the system logging 1,247,758 trips in Year 2. The city has 48 stations, including six of the ten most heavily used ones in the system.

The city installed 113 bike racks, which created 226 new bicycle parking spaces; and deployed 13 seasonal bike stalls between April and November, which created 144 bike parking spaces in high-demand locations. For the first time, four seasonal stalls remained in use through the winter.

The Safe Routes to School program, launched by the Community Development Department in 2015, continued to support and encourage safe walking and biking to school. In Year 2, the city expanded the program to eight public elementary schools and one upper school; collected data on how Cambridge K–8 students participating in the program travel to school; and gave bicycle and pedestrian safety trainings to over 500 students in second and sixth grades.

Safe Routes also partnered with the Cambridge Rindge and Latin School Bicycle Advocates, the Moore Youth Center, and the Mayor’s Summer Youth Employment Program to teach over 800 teens about the rules of the road and bicycle maintenance.

The city promoted the Hubway bike share program to Cambridge high school students (age 16+) as a fun way to get to school.
To create a safer environment for walking and biking in Cambridge, the city made significant policy changes and roadway improvements in Year 2. The city reduced the local speed limit from 30 mph to 25 mph based on evidence that fewer crashes occur when motorists drive more slowly and crashes that do occur at lower speeds cause less injury. This policy was enacted in November 2016 following a change in state law that granted municipalities the right to lower speed limits in thickly settled areas. The city also installed a new type of separated bike lane on portions of Massachusetts Avenue, Brattle Street, and Cambridge Street.

Following the tragic death of a cyclist in Inman Square in summer 2016 and other serious crashes, the city prohibited left turns from Hampshire Street onto Cambridge Street and added more pavement markings. A complete redesign of this complex intersection will be completed in 2019.

The Community Development Department published the *Cambridge Street Code: Rules and Etiquette for Getting There Together*, a practical guide for drivers, bicyclists, and pedestrians on how to safely and comfortably navigate city roadways. This popular publication has been widely promoted by the city and the Massachusetts Registry of Motor Vehicles.
Healthy Eating and Active Living

CHALLENGES AND OPPORTUNITIES

City policies and actions taken over the past two decades have given Cambridge residents greater opportunities to eat healthy, be physically active, and use active transportation. Healthy eating and active living (HEAL) strategies are embedded in many citywide plans and are being implemented by a committed group of city and community partners.

As HEAL initiatives gain in sophistication and reach, partners acknowledge they need to better understand attitudes and beliefs toward healthy eating, fitness, and active transportation among residents from diverse backgrounds. Without this knowledge, it will be challenging to meet the needs of all residents, especially those who face barriers to healthy living due to income, disability status, or cultural background.

Cambridge’s active and sustainable transportation options—walking, biking, public transit—contribute to residents’ health and well-being, the viability of local businesses, and the city’s efforts to reduce cumulative greenhouse gas emissions. For the future, Cambridge must continue to address issues of regional traffic, high transit demand, the needs of a growing population and workforce, and emerging technologies in transportation infrastructure.

Furthermore, the city must continue to implement policies and practices that ensure the fundamental safety and accessibility of all transportation modes in the city, with a particular focus on vulnerable groups, including seniors, people with mobility issues, children, and those who are walking and bicycling.

LOOKING AHEAD

In Year 3, city and community partners will remain focused on making healthy food more accessible and affordable, and creating safer streets for walking and biking.

As part of the city’s urban agriculture initiative, the health department will promulgate a beekeeping regulation in fall 2017. The Urban Agriculture Task Force will continue to advocate for public health regulations and related zoning policies that would expand commercial farming opportunities and establish safe and sanitary practices for keeping hens in Cambridge.

The Community Development Department will continue to promote bike sharing, teach adults and children about pedestrian and bicycle safety, and expand the number of bike racks in the city. Year 3 activities will include offering reduced-price Hubway memberships to low-income residents; expanding Safe Routes to Schools to all public elementary schools and three upper schools; translating the Cambridge Street Code into Amharic and Bengali; and recruiting more students from the Mayor’s Summer Youth Employment Program to participate in the teen bicycle education program.
GOAL: Support and enhance the mental, behavioral, and emotional health of all, and reduce the impact of alcohol, tobacco, and other drugs.

The city selected mental health and substance abuse as a health priority because many residents and service providers were concerned about the prevalence of mental disorders and addiction in Cambridge; the cost and availability of services; and how stigma and other underlying issues may keep people from seeking help.

Year 2 activities focused on preventing substance use among youth, helping people with opioid addiction get into treatment, and educating the community on how to recognize and respond to signs of an overdose.

YEAR 2 HIGHLIGHTS (July ’16 – June ’17)

- Mental Health First Aid is a groundbreaking public education program that helps the community identify, understand, and respond to signs of mental illness and substance use disorders. In Year 2, 86 people completed the eight-hour training, facilitated by the Cambridge Public Health Department. Participants included public health, school, and other city staff; nonprofit professionals; medical interpreters; and residents.

- Community Health Network Area (CHNA) 17, a regional consortium, completed interviews with American-born black residents and service providers in Cambridge and other network communities to learn about the experiences of American-born black residents in accessing mental health services. The health department coordinated the project for Cambridge, and interviews were conducted by members of St. Paul’s AME Church and the American-Born Black Outreach Team, a working group of the city’s Community Engagement Team.

- The city encouraged residents to safely dispose of unwanted medication by maintaining a 24/7 medication disposal kiosk at the police department (125 Sixth St.), sponsoring community “take-back” events, and offering prepaid medication disposal mailers to the public. In 2017, the city collected over 11,500 units of unwanted medication.

- Cambridge Police Department detectives reached out to hundreds of opioid users on the street and in hospitals. They referred motivated individuals to the department’s licensed social worker, who then connected them with appropriate treatment centers and helped coordinate care. This program aims to empower opioid users with strategies for problem-solving and managing addiction, as well as connecting them to services.
In January 2017, the police department began training and equipping all of its police officers with naloxone, a drug that reverses the effects of an opioid overdose. In addition, researchers at Brigham and Women’s Hospital and the GEMS Corporation partnered with the police department to evaluate the feasibility of laypeople using a public access opioid reversal kit.

The health department’s OPEN (Overdose Prevention and Education Network) initiative produced a bus advertisement campaign about the state’s Good Samaritan Law, which provides legal protection from drug possession charges to people who call 911 to report an overdose. OPEN and the Cambridge Needle Exchange and Overdose Prevention Program also began offering overdose recognition and response trainings to Cambridge businesses with public bathrooms.

The health department continued developing a local overdose surveillance system that will allow the city to better understand, track, and respond to overdoses in Cambridge. In Year 2, staff completed the collection and analysis of local opioid overdose data from Pro EMS, Cambridge Health Alliance, AIDS Action Committee’s Needle Exchange and Overdose Prevention Program, and the Massachusetts Department of Public Health.

The health department conducted interviews with 430 ninth graders to assess their risk for substance use, as part of a new state-mandated screening; and implemented a federal grant to reduce prescription drug misuse among the city’s public high school students.

As part of a four-city collaborative to reduce underage drinking, the health department conducted a “sticker shock” campaign at two Cambridge liquor stores to discourage adults from buying alcohol for people under 21 and met with state legislators in April to share information about how youth are accessing alcohol. The health department also gave “21 Proof” trainings to 212 bartenders, waiters, managers, and owners of Cambridge establishments licensed to pour alcohol.
CHALLENGES & OPPORTUNITIES: OPIOID CRISIS

Under the Baker administration, Massachusetts has mounted a multifaceted response to the opioid crisis, including enacting breakthrough legislation, revamping the state’s prescription monitoring program, and adding 680 substance use disorder treatment beds to the system since January 2015.

“WE NEED A COMPREHENSIVE, INTEGRATED APPROACH TO PAIN, ADDICTION, AND PSYCHOLOGICAL SUFFERING.”
— Mark Albanese, MD, psychiatrist at Cambridge Health Alliance

In Cambridge, there were 27 confirmed opioid-related overdose deaths among residents in 2016, the highest number recorded in the city since the epidemic began in 2012. Many more lives would have been lost if not for the use of naloxone by first responders and bystanders. In 2017, first responders and bystanders used naloxone 128 times on 106 people in Cambridge to reverse suspected overdoses, according to ambulance data.

While the statewide crisis is far from over, there are early signs of progress. In 2017, the overdose death rate in Massachusetts decreased 8% from 2016, the first decline in seven years.

While Cambridge will to continue to benefit from statewide opioid abuse prevention policies and funding, the city will also need to remain committed to implementing local programs, including “out-of-the-box” initiatives, and supporting trainings that help public safety officers and other city employees overcome stigma associated with substance use disorders and addiction.

LOOKING AHEAD

In Year 3, the health department and the Cambridge Public Schools will organize a mental health education forum for students, teachers, and parents; and will launch a Youth Mental Health First Aid training for youth services providers.

CHNA 17 will host community conversations in fall 2017 to discuss report findings on the experiences of American-born black residents in accessing mental health services.

The health department will collaborate with Cambridge Community Television and teens from the Moore Youth Center on a campaign to reduce the non-medical use of prescription drugs among high school students.

OPEN will produce short videos about addiction, stigma, and interacting with drug users that will be shown during roll call at police and fire stations in Cambridge, Everett, Somerville, and Watertown.

The police department will hire a recovery coach to help opioid users access treatment and other services, in coordination with the department’s licensed social worker and Cambridge Hospital staff. The position will be funded by the Police Assisted Addiction and Recovery Initiative in Gloucester.

The police department and health department will collaborate on increasing the number of alcohol compliance checks conducted at Cambridge retail stores.
Violence

**GOAL:** Establish a new community norm that strives for peace and justice, and provide a comprehensive approach to address all forms of violence.

Cambridge remains committed to preventing and reducing all forms of interpersonal violence.

Interpersonal violence encompasses acts of violence between intimate partners, between family members, and between individuals who may or may not be known to one another. Acts of violence may include physical, sexual, emotional, social, and/or financial abuse. Domestic violence, sexual assault, child abuse, elder abuse, and bullying are all examples of interpersonal violence.

In 2016, the Cambridge Police Department responded to over 800 reported domestic incidents, approximately a quarter of which involved physical or sexual abuse. While the majority of incidents were perpetrated by current or former romantic partners or spouses, the police also responded to disputes between parents and children, extended family, and roommates.

Through multiple initiatives, city and community partners are raising awareness about interpersonal violence, mobilizing groups to take action, and working to better support survivors of violence.

Year 2 activities focused on identifying opportunities to educate youth and adults on how to intervene if they see domestic violence or sexual assault in progress; training police personnel and public school staff in trauma-informed practices; and raising awareness about domestic violence, sexual assault, and elder abuse.

**YEAR 2 HIGHLIGHTS (July ’16 – June ’17)**

The city’s Domestic and Gender-Based Violence Prevention Initiative and the Cambridge Public Health Department established a men’s leadership group in 2015 to engage other men in challenging stereotypes around masculinity and becoming active allies in working to end gender-based violence. In Year 2, Mending Cambridge co-organized the city’s domestic violence vigil and White Ribbon Day activities. Members were also trained to facilitate “In Her Shoes” workshops, in which participants gain a better understanding of the challenges faced by survivors of domestic violence.
The Domestic and Gender-Based Violence Prevention Initiative, in partnership with Cambridge-based agencies Transition House and Emerge, organized a two-day workshop in October 2016 for Cambridge faith leaders on supporting survivors and abusers in relationships affected by domestic violence. The team also worked with Cambridge Housing Authority to strengthen policies and protocols for responding to domestic and sexual abuse, and gave a comprehensive domestic violence training to all 244 housing authority employees in January 2017.

The City of Cambridge, Transition House, and regional partners hosted an all-day conference in May 2017 on domestic violence and elder abuse, which was attended by 55 human services providers from 30 organizations. Topics included the dynamics of abuse in later life and how providers can respond effectively. In June 2017, the Cambridge Elder Abuse Prevention Coalition presented “Scams, Healthy Relationships, and Personal Well-Being” in which actors from True Story Theater dramatized scenes of older adults being abused or victimized. Over 80 people attended the event.

Trauma, violence, and toxic stress have a profound impact on children’s learning and can manifest in challenging behavior. The Cambridge Public Schools (CPS) launched a social emotional learning initiative in September 2016 to support students who have witnessed or been victims of violence and to build more peaceful and safe learning environments. The initiative aims to build the capacity of schools to understand and support age-appropriate acquisition of self-regulation, empathy, and decision-making through a trauma-sensitive lens. Through trauma-sensitive strategies such as mindfulness practice and sensory regulation breaks, the mindset of the school can shift from punitive or shame-based approaches to practices that emphasize the needs of the whole child.

In Year 2, approximately 620 CPS teachers, aides, cafeteria workers, coaches, bus drivers, and parents completed a two-hour evidenced-based training on social emotional learning and trauma sensitivity. In addition, over 40 teachers completed a 10-hour master course, “Working with Traumatized Youth and Taking Care of Ourselves in the Process.” The school district’s mindfulness program expanded to provide over 550 students with instruction in this research-based stress management practice. Finally, CPS created a citywide Social Emotional Learning Advisory Group comprised of parents, teachers, school administrators, and out-of-school-time staff.

In summer 2016, the Cambridge Police Department launched one of the first trauma-informed law enforcement training programs in the country, in partnership with the Domestic and Gender-Based Violence Prevention Initiative. The three-day intensive training taught officers how to manage their own job-related trauma and how to better understand, interview, and show compassion toward people who have experienced a traumatic incident, such as domestic violence, sexual assault, or arrest of a parent. As of June 2017, 60 officers had completed the course.


—A Cambridge police officer who attended the department’s trauma-informed law enforcement training
CHALLENGES & OPPORTUNITIES

Women’s rights activists began advocating for services for survivors of domestic violence and sexual assault in the 1970s. A decade later they spearheaded the movement that led to the passage of the Violence Against Women Act (VAWA) in 1994. This landmark legislation reshaped the criminal justice system, educated law enforcement and judges about domestic violence, and funded life-saving services, including here in Massachusetts.

Yet despite VAWA and countless awareness campaigns, violence against women persists. The #MeToo movement has exposed the pervasiveness of sexual harassment, sexual assault, and violence against women and girls in all corridors of society. At this pivotal moment, Cambridge has an opportunity to have an open dialogue about violence against women, masculinity, and the role of men in stopping abuse and changing attitudes.

The city’s violence prevention efforts, which historically focused on domestic violence, have expanded to include other forms of abuse, such as bullying and maltreatment of older adults. City departments are also training and providing tools to staff to address psychological trauma, treat trauma survivors with greater compassion, and break cycles of violence.

In assuming a greater role in addressing violence and trauma, the city will face challenges including securing funding and staff to do this work, identifying priorities and best practices, and reaching traditionally underserved groups.

LOOKING AHEAD

The Domestic and Gender-Based Violence Prevention Initiative and partners will continue implementing a five-year strategic plan focused on creating a network of culturally aware services for survivors, fostering cultural awareness among service providers, and ensuring early and consistent prevention education to youth. Year 3 activities will include community trainings on working with domestic violence survivors, as well as workshops for youth on healthy relationships.

Mending Cambridge will host community conversations for men and boys on ending sexual harassment and gender-based violence, and identifying ways to take action to interrupt harmful behaviors.

The Cambridge Police Department will continue training personnel in trauma-informed law enforcement and establish a multi-agency Sexual Assault Response Team to help survivors navigate the criminal justice system.

With city and grant funding, Transition House will hire a full-time elder abuse advocate in Year 3 to provide counseling, advocacy, and support to older residents (age 60+) experiencing domestic violence or other forms of abuse.

The Cambridge Public Schools will continue to train staff in trauma-informed approaches, provide mindfulness instruction to students, and facilitate the citywide Social Emotional Learning Advisory Group.
GOAL: Ensure a socioeconomically diverse community through the preservation and expansion of high-quality, healthy, and safe housing that is affordable across income levels.

A shortage of safe, affordable housing directly impacts the health of the community. Poor indoor air quality, lead paint, and other hazards can lead to serious illness and injury. Families who lack affordable housing may experience financial difficulties, housing instability, overcrowded living conditions, and other issues.

Year 2 CHIP strategies focused on preserving and expanding affordable housing for residents with low to moderate incomes, as well as securing housing for homeless residents.

Affordable housing has been a top priority in Cambridge since the end of rent control in the 1990s. To sustain an economically diverse community, the city has made substantial investments in affordable housing in the past 20 years. The city’s Community Development Department manages and implements these efforts in partnership with governmental, nonprofit, and private-sector organizations.

Housing is considered affordable when tenants or homeowners pay no more than 30% of their household income on housing costs. In Cambridge, there are over 7,800 affordable units—about 15% of the city’s current housing stock. These units are located throughout the city and include Cambridge Housing Authority rental units, inclusionary housing located in market-rate developments, and city-subsidized affordable housing.

The most significant funding mechanism for creating and preserving affordable housing in Cambridge is the Community Preservation Act* (CPA), adopted by the City Council and voters in 2001. Between fiscal years 2002 and 2016, the city allocated $124.4 million in CPA funds for affordable housing, which leveraged an additional $433 million in public and private investments and resulted in the creation and preservation of over 1,600 affordable units.

For people experiencing or at risk for homelessness in Cambridge, city and community partners provide a range of services. The city’s Department of Human Service Programs facilitates a network of housing and service providers, known as the Cambridge Continuum of Care (CoC), to alleviate homelessness through prevention, assistance toward self-sufficiency, and the provision of a continuum of housing and support services.

* The Community Preservation Act is a financing tool for Massachusetts communities to leverage funds to preserve open space, protect historic sites, and expand and preserve the supply of affordable housing.
Healthy, Safe, and Affordable Housing

YEAR 2 HIGHLIGHTS (July ’16 – June ’17)

The Cambridge City Council voted to allocate 80% (over $9.8 million) of fiscal year 2017 Community Preservation Act funds for affordable housing, the maximum amount allowed under Massachusetts law.

Several CPA-funded affordable housing developments were completed in Year 2 including Port Landing Apartments (20 new affordable rental units) that local developers built on a long-vacant site in the Port neighborhood and Briston Arms Apartments (over 100 affordable units) that was purchased, preserved, and renovated by a Boston-based nonprofit.

The city worked with the Cambridge nonprofit Homeowners Rehab, Inc. to advance plans to create nine new affordable rental units at Auburn Court I, an existing affordable development. The department also worked with the Cambridge nonprofit Just-A-Start on plans to consolidate, renovate, and refinance 10 properties (112 affordable units) across the city, including the complete reconstruction of the affordable housing units at 50 York Street that were destroyed in the 2016 East Cambridge fire.

CPA funds were used to purchase several significant new sites for affordable housing including the acquisition of a one-acre site on Concord Avenue where 98 affordable rental units will be built for households with very low to middle-incomes and the acquisition of 1791 Massachusetts Avenue in Porter Square for a future affordable housing development.

After years of study and discussion, the City Council adopted amendments to the city’s inclusionary zoning provisions that require new market-rate housing developments to devote 20% of net floor area to affordable units. The amended zoning also includes provisions that will create more three-bedroom units for families. The Community Development Department helped place over 70 low- to moderate-income households in affordable inclusionary rental units.

In June 2017, the Community Development Department launched HomeBridge, a financial assistance program that helps eligible moderate- to middle-income buyers purchase a home in Cambridge.
Healthy, Safe, and Affordable Housing

- The Community Development Department assisted 12 new homebuyers in purchasing affordable homes and offered 10 multi-session homebuyer workshops.

- The Human Rights Commission partnered with the Community Development Department to organize and sponsor the city’s first Fair and Affordable Housing Open House. Information was provided on enforcement of housing discrimination laws, tenant rights, voucher programs, eviction and foreclosure prevention services, and asthma and lead poisoning prevention to approximately 100 attendees.

- The city published an interactive story map about childhood lead poisoning prevention and Massachusetts lead laws. “Lead in Cambridge” was produced by the Human Rights Commission, in collaboration with the health department and Inspectional Services Department.

- City-funded mediation programs helped resolve over 100 cases of housing-related conflicts among tenants, landlords, and homeowners, and assisted homeowners of affordable condominium units in maintaining effective condominium associations.

- The Department of Human Service Programs received over $4 million in federal Continuum of Care Program funding that supported over 250 permanent supportive housing beds for people who were formerly homeless. Over half the beds were designated for people who had been chronically homeless.

- The Continuum of Care’s multidisciplinary team of street outreach, assessment, and housing navigation staff launched the Cambridge Coordinated Access Network in January 2017. The program aims to assess and prioritize the community's most vulnerable homeless clients for limited housing resources. In its first five months of operation, the program assessed 240 clients, of whom 10 were placed in stable housing and approximately 70 received intensive housing navigation services.
The city’s Multi-Service Center and Just-A-Start provided housing search guidance, assistance with moving costs, time-limited rental subsidies, and tenancy support services to 54 households. Among this group, 37 households moved from emergency shelters to permanent housing. This work was supported by two federal rapid re-housing grants.

The Multi-Service Center provided federally funded homelessness prevention services to 59 households, which included assistance with preventing evictions, resolving landlord-tenant disputes, and paying back rent.

After the Cambridge District Court relocated to Medford in 2009, the rate of homeless defendants in Cambridge who missed court dates began to skyrocket. Recognizing lack of transportation as a major factor, the Cambridge Police Department and Judge Roanne Sragow were instrumental in establishing a homeless court at the Salvation Army in July 2016, which later moved to the First Parish Church in Harvard Square.

The court works with homeless individuals to dismiss arrest warrants for minor offenses (if appropriate), thus removing legal barriers to securing permanent housing, employment, and government benefits. In addition, the court’s on-site providers connect homeless individuals with needed services, such as addiction treatment and mental health care. The court is a collaborative effort among police, probation workers, public defenders, prosecutors, and providers to help homeless men and women move forward with their lives.

“WE’RE HELPING [HOMELESS INDIVIDUALS]. NOT THAT THE COURT IS AN AGENCY FOR SOCIAL WORK, BUT WE HAVE AN OBLIGATION TO DEAL WITH CRIME IN SPECIALIZED WAYS AND ASSIST PEOPLE.”

— Judge Roanne Sragow, who presides over Middlesex County’s new Homeless Court in Cambridge

CHALLENGES & OPPORTUNITIES

The Cambridge housing market remains one of the most expensive in the nation. The median sale price of a condominium was $655,000 in 2016, up from $612,250 in 2015. According to a Community Development Department analysis, the median asking rent for a three-bedroom apartment was more than $3,000 a month in 2017. These prices are beyond the reach of most low- to moderate-income households.

Meanwhile, the cost of producing affordable housing in Cambridge has risen dramatically in recent years, a problem exacerbated by stiffer competition for increasingly limited state and federal resources. It is also difficult for affordable housing developers to find and secure properties due to the relative scarcity of sites in Cambridge and competition from market-rate developers. Once a site has been purchased, the permitting process can be challenging, particularly if there is opposition to the project.
An architectural rendering of HRI Concord Highlands, a 98-unit affordable rental development that will be built across from Fresh Pond.

For the homeless community, housing challenges are even greater. Families and individuals transitioning out of homelessness often need access to both permanent affordable housing and supportive services, such as ongoing case management and assistance accessing health care and social services. Shifting federal funding priorities have resulted in the U.S. Department of Housing and Urban Development (HUD) reducing funding for supportive services, which has impacted Cambridge’s ability to provide these services. Currently, demand for permanent supportive housing—a model that combines permanent affordable housing with access to supportive services—far exceeds the current supply in Cambridge.

Despite these difficulties, there remains widespread support for affordable housing in Cambridge among city officials, city councillors, and residents. This longstanding commitment is demonstrated by the city’s housing programs, policies, and financial investments that have helped thousands of individuals and families remain in Cambridge since the end of rent control.

LOOKING AHEAD

In Year 3, the city will continue to seek opportunities to protect and expand its supply of affordable housing, including creating new affordable housing, preserving expiring-use developments, and expanding existing zoning tools that support affordable housing.

The Community Development Department’s housing division will work to advance several new affordable housing developments on recently acquired properties and continue providing an array of housing services to the community. In addition, the housing division will continue to work with tenants, owners, advocates, and others on preserving the affordability of the remaining housing developments with affordability restrictions at risk of expiring in 2020.

The Cambridge Continuum of Care, Multi-Service Center, and partner agencies will continue implementing the Cambridge Coordinated Access Network and operating homelessness prevention, crisis intervention, rapid re-housing, and permanent housing projects. In addition, the Continuum of Care will sponsor a training series for homeless service providers on evidence-based practices, such as trauma-informed care. In September 2017, the Continuum of Care will apply for over $4 million in homeless assistance funds through HUD’s annual Continuum of Care competition.

The Cambridge Public Health Department and the Inspectional Services Department will design a campaign to educate tenants about housing code standards. In 2018, the health department plans to host a workshop for tenants, condo associations, and landlords on how to implement smoke-free policies in multi-unit housing.
Our Work

The Cambridge Public Health Department (CPHD) offers an array of vital services. Some programs respond to urgent health matters, such as investigating foodborne illness or treating sick and injured children in the public schools. Others set the stage for a healthy life, such as the Let’s Talk! early childhood literacy program and environmental health services that reduce hazards in homes and neighborhoods.

The department is also a key source of credible information and data on health issues impacting the city. Through health marketing campaigns, data reports, and outreach activities, the department empowers residents to make healthy choices and seeks to engage the public in local health issues.

Finally, the department advocates for change and develops policies that improve the health and well-being of all people in Cambridge. This work ranges from enforcing health laws to contributing to the city’s climate change efforts to building coalitions, such as the Cambridge Food and Fitness Policy Council.

Here is a snapshot of health department activities in 2017.

**ADMINISTRATIVE**

**National Accreditation.** The Cambridge Public Health Department completed a final milestone in becoming a nationally accredited health department: the submission of 330 documents to the Public Health Accreditation Board (PHAB) that demonstrate how the department is meeting nationally recognized standards. The department also implemented its performance management system and worked with partner organizations on community health improvement plan strategies identified for implementation in Year 2 (July 2016–June 2017).

**National Leadership.** Claude Jacob, Chief Public Health Officer, completed a year-long term (July 2016–June 2017) as president of the National Association of County and City Health Officials (NACCHO), the national organization for the country’s 2,800 local health departments. In June, Mr. Jacob was appointed to the PHAB Board of Directors for a three-year term.

**COMMUNICABLE DISEASE PREVENTION**

166 Communicable disease reports that required follow-up by public health nursing and epidemiology staff in 2017. In addition to routine investigations, nursing and epidemiology staff monitored national and regional outbreaks of E. coli and responded to cases of measles, chickenpox, and norovirus in the community.
Our Work

736 People who received free flu shots from health department staff at public flu clinics, homeless shelters, and other venues in fall 2017.

1,982 Patient visits to the Schipellite Chest Center at Cambridge Hospital for evaluation and treatment of latent and active tuberculosis in 2017. The Cambridge tuberculosis program is operated by the health department. CPHD public health nurses also made home visits to Cambridge residents with active or suspect TB.

COMMUNITY HEALTH AND WELLNESS

Early Literacy. To support parents in talking and reading with young children, the Agenda for Children Literacy Initiative, through its Let’s Talk! program, distributed 8,720 children’s books to families and childcare providers; made home and maternity ward visits to 650 families with newborns; led 46 workshops for parents and childcare providers; organized StoryWalks and multi-session playgroups for young children; and co-organized Family Literacy Fun Day and the fourth season of Cambridge Book Bike.

To encourage summer reading, Cambridge Book Bike held 28 events in five city parks in July and August. At these events, children listened to stories, enjoyed free lunch from the city’s Summer Food Service Program, and took home over 3,400 free books. Cambridge Book Bike is a collaboration of the Agenda for Children Literacy Initiative, Center for Families, and Cambridge Public Library.

The literacy initiative’s Pathways to Family Success program serves low-income immigrant parents and their elementary school-aged children, with a focus on family engagement and family literacy. During two program cycles offered in 2017, staff organized 32 parenting and family literacy activities for 35 families.
Healthy Eating and Active Living. The department led the Cambridge SNAP Match Coalition, which raised $24,000 in 2017 to help residents who receive SNAP benefits (formerly food stamps) buy food at Cambridge farmers markets. With partners, the department launched a SNAP Match website and social media account. Over the summer, staff worked with teens from the Mayor’s Summer Youth Employment Program to promote SNAP Match at public housing complexes and other sites.

The department’s Healthy Markets Program worked with seven local convenience stores and food markets to promote healthy foods and beverages; produced a public service announcement; and launched an interactive story map of participating stores.

As the facilitator of the Cambridge Food and Fitness Council, the department organized bimonthly council meetings, co-led the urban agriculture initiative, and advocated for healthy eating and active living policies in citywide plans.

The department awarded a total of $5,000 in mini-grants to nine local organizations to develop activities that promote healthy eating and active living. The mini-grants were co-funded by CPHD and the Cambridge and Somerville Whole Foods Market stores.

The department received a three-year, $345,000 grant renewal from the state’s Mass in Motion program that will support urban agriculture policy development, the city’s Safe Routes to School program, and other projects.

Other CPHD activities included developing a healthy menu assessment tool for out-of-school-time programs based on national guidelines and staff input; publishing the fourth edition of the Food Resource Guide, a listing of Cambridge food pantries; and supporting the Safe Routes to School program.
**Our Work**

**Injury and Violence Prevention.** The department co-led Mending Cambridge, a men’s leadership group that engages men in challenging stereotypes around masculinity and becoming active allies in working to end gender-based violence. Together with this group and city partners, CPHD organized Cambridge White Ribbon Day events in March and the city’s domestic violence vigil in October. The group also began developing strategies for educating men on how to actively intervene if they witness sexual harassment or other forms of gender-based violence.

70 Men who participated in Men’s Health League programs in 2017. The Men’s Health League also played an active role in Mending Cambridge and local fatherhood initiatives; organized a “Boys to Men” leadership brunch attended by over 100 people; led summer bike rides for men; and co-hosted the annual Hoops ‘N’ Health sports tournament and health fair, which attracted over 600 people, including 200 players. In March 2017, the department received a $1,000 grant from Mount Auburn Hospital to host community conversations with men of African descent about prostate cancer and treatment options.

**Substance Abuse Prevention.** OPEN (Overdose Prevention and Education Network), a four-city coalition led by the health department, continued to provide timely information to the community about opioid prevention, intervention, and treatment. In 2017, OPEN participated in medication “take-back” events in Cambridge; organized OPEN’s third annual stakeholder strategy session; and promoted the state’s Good Samaritan Law, which provides legal protection from drug possession charges for people who call 911 to report an overdose. OPEN is funded by a federal grant awarded by the Massachusetts Department of Public Health.

Epidemiology staff completed the collection and analysis of local opioid overdose data from Pro EMS, Cambridge Health Alliance, AIDS Action Committee’s Needle Exchange and Overdose Prevention Program, and the Massachusetts Department of Public Health. The health department’s first Cambridge overdose data report will be published in 2018.

To reduce underage drinking in bars and restaurants, the department gave 21 Proof trainings to 207 bartenders, waiters, managers, and owners of Cambridge establishments licensed to pour alcohol. The department continued implementing two separate federal grants aimed at reducing prescription drug misuse and underage drinking, respectively, among youth in the Cambridge Public Schools. As part of this work, staff conducted a “sticker shock” campaign at two Cambridge liquor stores to discourage adults from buying alcohol for minors and met with state legislators representing Cambridge about how local youth are accessing alcohol.

Over 200 players participated in the 24th annual Hoops ‘N’ Health sports tournament and health fair in June 2017.
Our Work

EMERGENCY PREPAREDNESS AND COMMUNITY RESILIENCY

Local Emergency Preparedness. The department received a federal grant renewal to plan and prepare for major emergencies. As part of this grant, the department conducted three annual drills related to the rapid distribution of vaccines and medication, including an emergency dispensing site facility set-up drill at a public flu clinic in October. To meet state and federal requirements, staff completed a Homeland Security Exercise and Evaluation Program training and began to operationalize emergency dispensing site plans.

Regional Public Health Emergency Preparedness. The department is a member of the Health and Medical Coordinating Coalition serving 60 communities in metro Boston. As part of this group, the department participated in a regional hazard vulnerability assessment, which identified flooding and heat waves associated with climate change as major health threats facing coalition communities. Staff also helped develop plans for regional disease surveillance and sharing resources for emergency dispensing sites across the coalition.

85 People who completed Mental Health First Aid training in 2017. In September, the department offered its first training on Youth Mental Health First Aid, which teaches adults how to help adolescents experiencing mental health or addiction challenges.

ENVIRONMENTAL HEALTH

109 Home visits by the department’s Cambridge-Somerville Healthy Homes program to families of children with asthma and elevated lead levels who reside in Cambridge and surrounding communities. Visits last approximately two hours, and include a clinical assessment and home evaluation for asthma triggers.
Our Work

Healthy Homes was integrated into Cambridge Health Alliance’s electronic medical record system in July, allowing CHA providers to make referrals in pediatric patients’ electronic medical records. Largely due to this streamlined process, program referrals increased 100% in the last six months of 2017 compared to the same period in 2016.

Childhood Lead Prevention Program. In July, the department discontinued its Lead Safe Kids program funded through the Massachusetts Childhood Lead Poisoning Prevention Program (CLPPP). For 20 years, Lead Safe Kids provided home visits in 34 communities (including Cambridge) to families of young children with elevated lead levels. While no longer offering home visits, CPHD staff continued to provide information about lead poisoning prevention to families and refer those seeking services to other CLPPP-funded programs serving eastern Massachusetts.

Air Quality Hearing. CPHD staff presented sworn testimony and evidence in a quasi-judicial hearing on the issue of smoke and odors caused by the use of solid fuel at a Cambridge restaurant, which resulted in a decision in June by the city’s commissioner of public health to prohibit further use of wood and charcoal at the establishment. A follow-up hearing to allow air testing at the establishment was held in November. The commissioner will render a final decision in early 2018.

Climate Change. As a member of the city’s Climate Change Preparedness and Resilience Plan steering committee, the department helped develop strategies to address human vulnerability to climate change. In 2017, the committee produced a draft preparedness plan for Alewife, one of the city’s most susceptible neighborhoods to flooding and heat-related impacts. Alewife residents provided feedback on the plan and helped develop resilience strategies at public workshops in April and November.

Mosquito-Borne Disease. Five residents statewide tested positive for West Nile virus in 2017, including one Cambridge resident. CPHD prevention efforts included ensuring that over 7,000 storm drains on city and university property were treated with larvicide; overseeing the posting of over 70 mosquito advisory signs in designated parks and playgrounds; and publishing regular updates on the department’s website and Twitter page. The East Middlesex Mosquito Control Project, which provides mosquito control services to Cambridge, continued surveillance for the Asian tiger mosquito (Aedes albopictus) in 2017. This mosquito species has been detected in small numbers in the Boston area and can transmit the Zika, chikungunya, and dengue viruses.
**Our Work**

### REGULATORY

**1,069 Licenses and permits** issued in 2017 related to laboratory biosafety, laboratory animals, indoor ice rinks, tanning salons, body art, bodywork, burials, and funeral directors.

**Medical and Recreational Marijuana.** Massachusetts voters passed a referendum in November 2016 to legalize the sale of recreational marijuana by licensed establishments. Once the Massachusetts Cannabis Control Commission finalizes requirements in 2018 for recreational marijuana establishments, CPHD may promulgate a local regulation governing medical marijuana dispensaries and/or recreational establishments. The department would be responsible for oversight and enforcement of the regulation.

**60 People who attended the 2017 Cambridge Biosafety Forum,** a two-day training for residents and others interested in serving as community reps on biotech safety committees. Topics covered included basic molecular biology, emerging gene-editing technologies, and biological risk assessment.

**Urban Agriculture.** As part of the Cambridge Food and Fitness Policy Council’s effort to develop a comprehensive urban agriculture policy for the city, the health department presented draft public health regulations for beekeeping, hen-keeping, and soil safety at a public meeting in March and held a public forum on the department’s proposed beekeeping regulation in November. In December, the department promulgated a “Regulation for the Keeping of Honey Bees.” The department will have primary responsibility for issuing permits, holding public hearings, and enforcement.

### SCHOOL HEALTH

**50,571 Cambridge Public Schools (CPS) student visits to School Health Program**

- for illness, injury, medication administration, and medical procedures during the 2016–2017 academic year. School nurses also cared for 1,096 children diagnosed with a physical or developmental condition.

- Vision & Hearing. School nurses provided vision screenings to 3,932 students (resulting in 431 referrals for care), hearing screenings to 3,134 students (resulting in 48 referrals), and postural screenings to 1,641 students (resulting in 100 referrals) during the 2016–2017 academic year.

- **98% CPS kindergartners who met state immunization requirements** by late October 2017, including 10 children with medical or religious exemptions.

- **Healthy Weight.** CPHD school nurses and nutrition staff completed state-mandated body mass index (BMI) screenings of tenth grade students at Cambridge Rindge and Latin School in May 2017.

- **Substance Use Screening.** Staff individually interviewed all Cambridge Rindge and Latin School ninth graders to assess their risk for substance use, as part of a new state-mandated screening.

- **Clinical Oversight.** The School Health Program continued to provide health care oversight and clinical guidance to three Cambridge nonpublic schools, as well as city-managed preschools and camps.

*School health services are provided to the Cambridge Public Schools through a collaborative agreement with the Cambridge Public Health Department.*
Knowledge and Leadership

2017 CONFERENCES AND FORUMS
Staff were presenters/panelists at the following conferences/events:
- American Public Health Association Annual Conference, Atlanta, GA
- Cambridge Biosafety Forum, Cambridge MA
- Council of State and Territorial Epidemiologists Annual Conference, Boise, ID
- Institute for Healthcare Improvement - Seminar on the Opioid Crisis, Boston, MA
- Massachusetts Adult Immunization Conference, Marlborough, MA
- Massachusetts Environmental Health Association Annual Education Conference, Falmouth, MA
- National Association of County and City Health Officials Annual Conference, Pittsburgh, PA
- National Association of County and City Health Officials Preparedness Summit, Atlanta, GA
- National Environmental Health Association Annual Education Conference, Grand Rapids, MI
- New England Fathering Conference, Groton, CT
- Northeast Regional Robert Wood Johnson Foundation Culture of Health Prizewinners Forum, Springfield, MA
- On the Move: Addressing TB in Mobile Populations Conference, Worcester MA
- State of the Public’s Health Conference at the University of Georgia, Athens, GA

REGIONAL, STATE AND NATIONAL COLLABORATIONS
Community Health Network Area 17 (CHNA 17)
Massachusetts Healthy Cosmetology Committee
Metro Regional Preparedness Coalition
Suffolk-Eastern Middlesex Mosquito Control Commission
U.S. Department of Homeland Security Biowatch Program

2017 Awards & Recognition
José Wendel, the department’s Director of Population Health Initiatives, was recognized by the former Administration of the White House for her substantial contribution to the national Let’s Move! initiative.

Sam Lipson, the department’s Director of Environmental Health, was awarded the 2017 Innovation Award from the Massachusetts Environmental Health Association for his work in designing and promoting municipal biosafety best practices in Cambridge and across the state.

As president of the National Association of County and City Health Officials, Claude Jacob (far right) participated in the opening plenary session of the 2017 NACCHO Preparedness Summit.
Financial Overview

**REVENUE**
Fiscal Year 2017
$6.8 million

**EXPENSES**
Fiscal Year 2017
$6.8 million

- City Appropriation: 83%
- School Health Services: 33%
- Cambridge Health Alliance Facilities and Administrative Services: 10%
- Administration, Operations, and Quality Improvement: 16%
- Communicable Disease Prevention: 13%
- Epidemiology and Data Management: 3%
- Environmental Health and Emergency Response: 9%
- Chronic Disease and Injury Prevention: 16%
- Licenses, Permits, and Other Fees: 4%
- Clinical Services Fees: 4%
- State, Federal and Other Funding: 9%
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City of Cambridge

**Lisa C. Peterson**
Deputy City Manager
City of Cambridge

**Patrick R. Wardell**
Chief Executive Officer,
Cambridge Health Alliance
& Commissioner of Public Health
City of Cambridge

**Claude Jacob**
Chief Public Health Officer
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**Cambridge City Council**
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Vice Mayor Jan Devereux
Councillor Dennis J. Carlone
Councillor Craig A. Kelley
Councillor Alanna M. Mallon
Councillor Sumbul Siddiqui
Councillor E. Denise Simmons
Councillor Timothy J. Toomey, Jr.
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