

SUMMARY OF CITY MANAGER'S 1998 GOALS

- (1) **Deliver high quality services.** Continue to develop new or refine existing programs to best meet the needs of the Cambridge community. Develop a public information program to "get the word out" and include mechanisms to ensure programs are reflecting citizen's needs. Through close collaborative efforts, ensure the public health needs of the community are met. Continue development of strong partnerships with the School Department to meet the needs of children and families.
- (2) **Maintain a high quality of life for the residents and businesses of Cambridge.** Aggressively address issues such as graffiti, bicycles, trucks and traffic, trash pick up, park maintenance, street cleaning, flower and tree planting to maintain a safe and beautiful city.
- (3) **Plan and manage physical change in a manner that best supports the overall diversity of the City.**
- (4) **Ensure public safety.** Involve citizens and police in the formation of policing strategies and implement community oriented policing. Prevent and suppress fires. Provide emergency medical services and hazardous material incident mitigation. Contingency plan for disasters. Effectively manage the public right of ways for safe vehicular and non-vehicular use. Inspect buildings and food handling establishments.
- (5) **Support the overall diversity of the City's population.** Create and maintain affordable housing; provide housing related services to individuals and families in need. Provide services to homeless individuals/families and those at risk of homelessness. Continue to provide an array of strong human service programs in support of residents' needs.
- (6) **Maintain a high functioning, diverse work force, reflective of the City's labor market.** Deliver superior customer service. Provide training to provide needed skills and development in areas including management development, customer service, diversity, and technical/business skill development.
- (7) **Ensure fiscal stability, through sound fiscal management, allowing the City to provide high quality services.** Maintain a comfortable excess levy capacity, an unreserved fund balance equal to 8-10% of the City's budget, and an expenditure program that is measured through quantifiable goals and performance measures. Continue to recognize the importance of predictability and stability to the City's tax base. Foster a strong property tax base; support and enhance a healthy business climate.
- (8) **Develop and implement a sound capital/infrastructure improvement program.**

CITY MANAGER'S 1998 GOALS

- (1) **Deliver high quality services.** Continue to develop new or refine existing programs to best meet the needs of the Cambridge community. Develop a public information program to “get the word out” and include mechanisms to ensure programs are reflecting citizen’s needs. Through close collaborative efforts, ensure the public health needs of the community are met. Continue development of strong partnerships with the School Department to meet the needs of children and families.

IMPLEMENTATION GOALS:

- Complete development of a comprehensive public information program, and include budgetary recommendations in FY99 submitted budget for City Council consideration. Continue use of multiple methods to “get the story out” on a number of important services and issues: from consumer concerns on utility restructuring and cable services, to providing up-to-date and wide-ranging information on services via the Internet. Methods to disseminate information that the City will continue to emphasize in 1998 include: effective use of the Internet and further development of the City’s homepage; increased use of Cable TV as a means to inform residents of services and issues; distribution of brochures, flyers and newsletters to inform constituents, and to assist in outreach efforts on important initiatives.
- Survey library users and non-users to identify areas that need improvement, to develop new service initiatives, and to create strategies to reach out to non-users.
- Present high quality public fire safety programs with particular attention given to school age children and the elderly -- the most at risk groups from fire. *[Also supports Goal #4.]*
- In collaboration with the Cambridge Public Health Commission, the School Department, the Cambridge Community Foundation and the Human Services Department, bring together the broader community to work collaboratively to improve the lives of children through the development of common goals and action plans. *[Also supports Goal #5.]*
- Through the work of the Welfare Reform Task Force, assess the impact on city residents of changes in the welfare system and develop strategies for addressing these impacts at the state and local level. *[Also supports Goal #5.]*
- Through collaboration of School Department and the Human Services Department, develop a plan to address the need for expansion of extended care and learning programs for school-aged children. *[Also supports Goal #5.]*
- Strengthen workforce development services available to adult Cambridge residents, through increased linkages of the Cambridge Employment Program with the Cambridge Housing Authority, Career Source and other community partners. *[Also supports Goal #5.]*

- Expand school-to-career programs available to high school students and deepen their integration with other education initiatives. *[Also supports Goal #5.]*
- Continue to collaborate with the Cambridge Public Health Commission to integrate substance abuse prevention into the managed health care system.
- Working with telecommunications consultants, develop a comprehensive Telecommunications Plan (addressing cable television, data transmission and telephone service) in the context of the Cable Television License renewal process.
- Work to develop effective internal processes and procedures to enhance service delivery to internal “customers” as well as to the public. Efforts in 1998 will include:
 - Improvements in the area of project coordination and site plan review for major development projects with City departments and boards;
 - Streamlining the City’s permitting and licensing process;
 - Development of a document, available to all departments and contractors in the city, containing specifications for signing, meter installations, bike rack installations, pavement markings and materials;
 - Additional improvements for the annual re-issuance operation in the Resident Parking Program;
 - Development of City standards for the development and installation of different types of Traffic Calming devices;
 - Research on the development of an identification card system for use at the Citywide Senior Center for easier sign-up and access to classes and services, and for improved tracking of demographic and utilization statistics;
 - Continuation of the Finance Department’s customer service/satisfaction program began in late 1997;
 - Expedition of the procurement of supplies and services for the City in an equitable manner; and continued encouragement of participation of Minority Business Enterprise firms in bids and quotes; and
 - Development of a community-based quality control program to improve the handling of non-emergency service-oriented telephone calls to the 911 Center.
- Continue to advancements in informational technology to assist City departments in increasing efficiency and in delivery of high quality services. Efforts include:
 - Continued automation of office records and activities including applications to streamline and track work orders and projects;
 - Completion of a needs analysis of the financial system and selection of a new financial system and any attendant hardware necessary, and commencement of the conversion to the new financial system;
 - Begin programming in a visual/windows development language;
 - Development of a water works infrastructure database depicting meters, hydrants, valves and water services; and

- Acquisition of improved information systems for the Police and Fire Departments.
- The School Department will continue improvement of the learning environment in the schools for students and with an emphasis on student achievement. Objectives include: improve standardized test scores; utilize all forms of assessment (portfolios, exhibitions, presentations, projects, etc.); all students will take advanced course work; provide technical support to all schools in lowering course failure rates, poor attendance, and dropping out of school; all students will pass Algebra by the end of the 8th grade; all students will read on-grade level; all 10th grade students will pass the MCAS; all students will be introduced to a second language during their elementary years; all students will participate in an arts course and will demonstrate competency in a selected art form; all CRLS students will be taught organizational, research and study skills; and all students will demonstrate competency in the use of the computer and/or other forms of technology.
- The School Department will also continue improvement of the partnership between the School and businesses. School/business community partnerships objectives include: develop relationships for each school with a selected school business partner; increase membership of local businesses and corporations in the school business partnership; develop new relationships with high tech corporations within the Cambridge community; redirect curriculum focus based on input from the business community; seek grant funding to provide schools with additional resources to compliment their programs; seek training from the business community related to their areas of expertise; develop school business partnerships that provide information to teachers; and students on current school-to-career opportunities; link business partners with selected ethnic, racial and linguistic groups in order to widen their opportunities for new careers; and link activities with city departments/city agencies to implement AGENDA FOR CHILDREN.

- (2) **Maintain a high quality of life for the residents and businesses of Cambridge.**
Aggressively address issues such as graffiti, bicycles, trucks and traffic, trash pick up, park maintenance, street cleaning, flower and tree planting to maintain a safe and beautiful city.

IMPLEMENTATION GOALS *[Implementation goals described in #3 also support this goal]:*

- Work with the North Cambridge neighborhood, the Alewife Study Group, the Planning Board and facilitators on research, analysis and discussion, resulting in rezoning recommendations to the Planning Board for the IC/PUD district in North Cambridge.
- Complete improvements at the following parks: Corporal Burns Playground, West and Lee Tot Lots, Riverside Press Park, and Library Park. Continue to work with Open Space Committee on completion of Park Inventory, Design Standards and City Landscape Beautification Program.
- Continue work to reduce congestion and air pollution through ongoing implementation of vehicle trip reduction programs, including efforts to reduce single-occupancy vehicle trips among private and public employees, targeted education efforts, infrastructure improvements, alternative fuel vehicle programs, and promotion of public transit. *[Also supports Goal #4.]*
- Design and construct multiple (6-8) new traffic calming projects in response to requests from City residents and as elements of larger transportation infrastructure projects. *[Also supports Goal #4.]*
- Work with representatives from the community, state agencies and other City departments on a variety of infrastructure improvements to facilitate pedestrian and bicycle modes of travel, direct traffic from local to major arterial roads, and provide upgrades of the urban streetscape. Major initiatives include: design of the Cambridgeport Roadways Improvement Project, design and construction of the Fresh Pond Parkway Enhancement Project, the Lafayette Square/Massachusetts Avenue Reconstruction Project and the North Point Infrastructure Projects.
- Review development proposals and participate in the development of mitigation strategies for traffic and other environmental impacts resulting from development. Resubmit Parking Transportation Demand Management Ordinance to Council and, if adopted, work with developers to implement its vehicle trip reduction measures. *[Also supports Goal #4.]*
- Monitor Central Artery construction activities in Cambridge to ensure that any negative impacts from either construction activities or rerouting of traffic are immediately remedied and to keep the community informed of project process. *[Also supports Goal #4.]*
- Implement a Park Neighborhood Initiative Program designed to increase the ownership of the parks by park maintenance crews and supervisory staff and make the necessary coordination

with other City agencies and neighborhood organizations concerned with neighborhood parks and services. *[Also supports Goal #1.]*

- Development and implementation of a City-wide Significant Tree Planting Program.
- Work with the Fresh Pond Master Plan Advisory Committee to develop a master plan for the Fresh Pond Reservation. The Master Plan will include recommendations on land use, natural resource protection, recreational use, landscaping, and the built environment on the Reservation.
- Complete removal of all illicit connections that outfall to the Charles River. Complete a storm water management plan specific to the Charles River.
- Implement an expanded park maintenance program for those parks currently on contract - supplementing the contracted work conducted on a Monday-Wednesday-Friday schedule, with DPW crew maintenance on a Tuesday-Thursday schedule.
- Develop and implement an anti-litter “Help Keep Cambridge Clean” campaign.
- Assist in the policy development and drafting ordinances relating to: graffiti, trucks and traffic, and public planting. Resubmit draft newspaper box ordinance to the City Council, and develop further appropriate ordinances or policies to regulate sidewalk obstructions.
- Implement an Integrated Pest Management program at the Fresh Pond Golf Course utilizing membership in the Audubon Cooperative Sanctuary System and improved communication and coordination with organizations including the Public Planting Committee.

(3) **Plan and manage physical change in a manner that best supports the overall diversity of the City.**

IMPLEMENTATION GOALS *[Implementation goals described in #2 also support this goal]:*

- Work with the Citywide Rezoning Advisory Committee to conduct public outreach, research and analysis resulting in recommendations to the Planning Board.
- Work with the Public Works, Traffic, Parking and Transportation and Community Development Departments to complete the Porter Square/North Massachusetts Avenue Improvement Project. Continue to work with Porter Square Neighbors Association and the property owners of Porter Square Shopping Center on agreements contained in the Memorandum of Understanding for the renovations to the Porter Square Center.
- Working with an advisory committee of Cambridge Street residents and businesses, implement the urban design and transportation improvement goals of the Cambridge Street Action Plan by overseeing the development of designs for the corridor. Implement facade improvement program.
- In connection with the MBTA Major Investment Study for the Urban Ring, continue to work jointly with the other Urban Ring Compact communities to provide planning data, evaluate modal and routing alternatives, and plan an extensive public process.
- Monitor the implementation of Phase II development at University Park, which will create 600 permanent jobs. Work with the developer, property owner, and residents to resolve master planning and zoning issues related to Phase III development. Work with the developer and other City departments to implement needed infrastructure improvements.
- The Historical Commission will continue to develop measures to protect the historic character of the Harvard Square and Avon Hill neighborhoods, and seek to preserve significant individual buildings throughout the city by means of landmark designations, donations of easements, and consultations with affected property owners.

(4) Ensure public safety. Involve citizens and police in the formation of policing strategies and implement community oriented policing. Prevent and suppress fires. Provide emergency medical services and hazardous material incident mitigation. Contingency plan for disasters. Effectively manage the public right of ways for safe vehicular and non-vehicular use. Inspect buildings and food handling establishments.

IMPLEMENTATION GOALS:

- Continue development and implementation of an overall strategy of community policing to include: regularly scheduled community meetings in all areas of the City; assigned route officers involvement in attending neighborhood meetings; training of the Department personnel and the community in the mechanisms of the problems solving model/strategy; and utilization of a reporting mechanism for neighborhood issues ensuring that proper actions are taken and feedback provided.
- Impact the number of reported crimes targeting larceny from motor vehicles, larceny of motor vehicles and larceny of bicycles through pro-active patrol and investigate strategies.
- Refine the Signal 86 Program utilizing directed patrols at locations of suspected criminal activities and through the utilization of park and walk assignments in all thirteen neighborhoods at the direction of the neighborhood lieutenants and sergeants in order to increase officer visibility.
- Continue selective traffic enforcement in all neighborhoods of the City with special focus on high accident areas, heavy truck traffic, commercial vehicle inspection, bicycle violations, pedestrian safety, crosswalk safety and child restraint regulations.
- Enhance the Department's efforts in striving to maintain Cambridge as a "Domestic Violence Free Zone" by maintaining a 33% on-scene arrest rate for incidents of domestic violence (double the state average); by increasing the percentage of investigated cases being referred to court; by conducting specialized Department-wide training regarding same sex domestic violence, family related domestic violence and elderly abuse; by continuing the partnerships established with the neighborhood health centers; and by continuation of collaborative efforts with the Women's Commission and other service agencies and providers.
- Continue implementation of refinement of an Early Intervention System (EIS). The EIS is designed to monitor complaints made against officers in an attempt to identify, at the earliest stages, signs of job stress, low skill levels and/or intentional acts of misconduct. It is also designed to encourage first line supervisors to become more positively involved with officer development.
- Improve pedestrian safety by replacing at least 10 miles of sidewalk and repaving at least 20 lane miles of roadway.

- Continue actions in the area of grease and cooking oil control to comply with Massachusetts Department of Environmental Protection requirements. Related to this, complete baseline inspection of grease traps in food handling establishments.
- Continue and enhance voluntary training program for restaurants in safe food handling practices.
- Inspect schools, hotels and theaters for fire safety according to state law on quarterly basis. Continue monthly inspections of schools; this exceeds state requirements and has been the practice of the Cambridge Fire Department since 1959.
- Maintain a high degree of reliability and functionality of 1,667 fire hydrants throughout the City.
- Refine the classification of calls for emergency medical service and improve the dispatch of the appropriate mix of fire, ambulance, and police units.
- Institute an early action program in Porter Square as part of the roadway/sewer project to improve pedestrian safety.
- Improve pedestrian, bicycle, and vehicular facilities through the installation of high visibility, permanent marking materials and signing.
- Continue working with the North Cambridge Railroad Safety Task Force, area residents, state agencies and design consultant to complete full design of grade separated crossings at the commuter rail line in North Cambridge. *[Also supports Goal #3.]*

- (5) **Support the overall diversity of the City's population.** Create and maintain affordable housing; provide housing related services to individuals and families in need. Provide services to homeless individuals/families and those at risk of homelessness. Continue to provide an array of strong human service programs in support of residents' needs.

IMPLEMENTATION GOALS:

- Continue City efforts to increase the supply of affordable housing through the CITYHOME program, by funding non-profit acquisition of multifamily housing, rehab financing to private property owners, and new housing development projects.
- Increase homeownership opportunities for low and moderate income Cambridge residents through investigation of new tools such as development of programs for acquisition of 2-4 unit properties, downpayment assistance, and more intensive credit counseling and education programs. Continue to implement existing successful programs: buyer education and counseling, affordable financing, the Condo Buyer Initiatives, and homeownership development projects. Explore new opportunities to expand affordable housing, including single room occupancy and assisted living projects.
- Explore the feasibility of developing surplus city-owned property, including 63 Cedar Street and 2103 Massachusetts Avenue, into affordable housing. Proceed with development efforts on the second phase of Brookline Street housing in University Park.
- Analyze and propose new housing policies and programs, including real estate transfer fee and inclusionary zoning, designed to generate additional resources to meet the need for affordable housing. If adopted, begin implementation of these policies.
- Continue effort to preserve the affordability of the four remaining federally-assisted "expiring use" rental housing developments by providing technical and organizing assistance to tenants and owners.
- Assist low and moderate income homeowners in financing home improvement projects which maintain the housing stock while preserving affordability.
- Through the Lead-Safe Cambridge program, continue work to reduce the incidence of lead paint poisoning among young children by creating affordable, lead-safe housing and implementing an extensive outreach and education campaign.
- Develop printed and audio-visual materials promoting the library in English, Spanish, and Chinese. Expand services to Spanish speaking and Chinese speaking residents through expanded collections and programming in their first language.

- Expand and enhance youth center programming through development and implementation of a core program including: homework assistance, employment readiness, violence reduction, mental health support, substance abuse prevention, focus on young women as well as athletics, physical fitness and drop-in activities. *[Also supports Goal #1.]*
- Continue a community based planning process for a West Cambridge Youth Center. *[Also supports Goal #1.]*
- Establish a “bridge” program to help adults make the transition to college, in collaboration with the Community Learning Center, the Office for Workforce Development and Bunker Hill Community College. Work to expand the course offerings at the Cambridge campus of Bunker Hill Community College. *[Also supports Goal #1.]*
- Continue to provide classes to prepare residents with limited English skills to pass the citizenship test. *[Also supports Goal #1.]*
- Work in collaboration with the Cambridge School Department, the Cambridge Public Library and other local entities to coordinate and expand opportunities for family literacy activities. Conduct outreach to families at the Fletcher and Harrington Schools to promote family reading and library use. *[Also supports Goal #1.]*
- Continue implementation of “Understanding Disabilities” curriculum in the Cambridge Public Schools system, in cooperation with the School Department. *[Also supports Goal #1.]*
- The School Department will continue to improve partnerships between the school, parents and the community. Objectives include: provide on-going support to parent groups; provide training to local school improvement councils; establish bi-monthly forums for parents related to school concerns; establish a forum for parents of bilingual students to address their questions and concerns on a regular basis; provide translators for selected language groups to improve school/parent communication; improve the out-reach of the Family Information Center; establish sites within the community; i.e., in churches, daycare centers, housing development community rooms; in order to improve school/parent community relationships; provide visitations to local schools prior to school selection by parents; and provide opportunity for parents to rotate roles on school improvement councils.

- (6) **Maintain a high functioning, diverse work force, reflective of the City's labor market.** Deliver superior customer service. Provide training to provide needed skills and development in areas including management development, customer service, diversity, and technical/business skill development.

IMPLEMENTATION GOALS:

- Maintain consistent employment processes to ensure open, accessible and responsive applicant intake systems using a variety of outreach methods focused on local recruiting. The Personnel Department will assist departments to make appropriate and effective hiring decisions and to assure qualified employees.
- Continue efforts to meet the goal of building a City workforce which is representative of the diversity within the City of Cambridge.
- Provide training and professional development opportunities to all employees through internal and external training and through the tuition reimbursement program. Encourage increased participation from departments that have previously been underrepresented in professional development activities.
- Successfully manage employee relations in a manner which facilitates employee productivity, and satisfaction within City wage guidelines, promoting labor stability in the City; assist the schools with collective bargaining. Settle all expired labor contracts within fiscal year.
- Provide high quality comprehensive health insurance plans and other appropriate benefit programs for employees and retirees, at reasonable cost, with changes at, or below the relevant inflation rate; increase participation of Medicare eligible retirees in HMOs. Establish non-union disability insurance coverage.
- Maintain responsive Workers' Compensation, Unemployment Compensation, Deferred Compensation and other statutory benefit programs, administering systems fairly and consistent with Massachusetts law.
- Continue improvements in the training and professional development of employees in the areas of customer services and technical development. Develop customer service training specifically for employees who are often the first contact point for constituents.
- In conjunction with the acquisition of new personal computers, train employees on these new technologies.
- The School Department will continue to improve the learning environment with an emphasis on quality of teaching and learning professional development/life long learning. Objectives

include: provide professional development opportunities for all staff; implement a program for on-going and systematic evaluation of teacher, staff and administrator performance; establish professional development center for all staff; continue to write curriculum frameworks for all content areas; implement measures to meet the needs of African American males; institute an evaluation system for all staff; provide computer training for all staff; continue to implement the evaluation process as agreed upon by the CTA; foster opportunities for all staff to mentor and coach each other; and increase the number of professional development school relationships for elementary schools/CRLS.

- (7) **Ensure fiscal stability, through sound fiscal management, allowing the City to provide high quality services.** Maintain a comfortable excess levy capacity, an unreserved fund balance equal to 8-10% of the City's budget, and an expenditure program that is measured through quantifiable goals and performance measures. Continue to recognize the importance of predictability and stability to the City's tax base. Foster a strong property tax base; support and enhance a healthy business climate.

IMPLEMENTATION GOALS:

- Maintain City's Aaa municipal credit rating.
- Prepare FY99 operating and capital budgets that maintain or improve current levels of service while maintaining sufficient excess property tax flexibility to meet future fiscal year needs, and that reflect City Council priorities.
- Receive Massachusetts Department of Revenue Certification for the triennial revaluation of real and personal property.
- Complete the FY1998 fiscal year audit by December 1, 1998, and prepare the Annual Financial Report that receives the National Award for Excellence in Financial Reporting from the Government Finances Offices Association.
- Promote Cambridge as a location for overseas firms by studying the best practices in other communities, developing a proposal for an international marketing program, and providing to Council cost estimates to implement such a program.
- Continue to promote the growth of small businesses in the City by providing technical assistance and administering the Cambridge Business Loan Fund, including marketing the fund, underwriting and closing loans. Publish a directory of minority owned businesses.
- The School Department will continue improvement to the organizational effectiveness of the school system with an emphasis on fiscal responsibility. Objectives include: continue to work closely with the City Manager; provide materials and supplies to each school on an equitable basis; provide appropriate, educational rationale to support budget expenditures/requests; monitor and review budgetary practices; provide documentation based on School Improvement Goals to support budgetary requests; continue to monitor line item expenditures from local school budgets; continue to look at ways to improve our efficiency in spending; evaluate programs, practices, and policies to insure fiscal responsibility; to look for additional revenues from outside funding; and secure additional moneys from public and private agencies.

(8) Develop and implement a sound capital/infrastructure improvement program.

IMPLEMENTATION GOALS:

- The City continues an aggressive capital improvement program. In 1998 the City will arrange financing for over \$100,000,000 in capital improvement projects including the Cambridge Public Health Commission, Water Treatment Plant and the Morse Elementary Schools. Capital improvements over the next few years will focus on the following:
- Continuation of the Sewer Separation Project, to be supported by sewer revenues and a State loan program.
- Continued rehabilitation of existing City buildings and fire stations, including the removal of architectural barriers.
- Renovation of schools, 90% of costs currently reimbursed by the State.
- Commencement of construction of the new Water Treatment Plant. Major water main repair and replacement will continue. All these projects will be supported by Water revenues.
- Street reconstruction, and other improvements to be supported by the Commonwealth's Chapter 90 and TIP funds.
- Continued investment in the development of affordable housing.
- Site planning for the main library, police headquarters, West Cambridge Youth Center, and a track facility.
- Completion of a conceptual design for the expansion and renovation of the Main Library.
- Development of a plan for the renovation/reconstruction of Police Headquarters.
- Continuation of Open Space improvements.
- Expansion to 34 the number of City buildings on the fiber network, addressing City, school and public safety network infrastructure needs.
- Traffic calming, streetscape improvements, energy conservation efforts, and the replacement of vehicles and large pieces of equipment.

1997 ACCOMPLISHMENTS

I. GENERAL GOVERNMENT

Finance

- Prepared FY98 annual operating and capital budgets that maintained or improved current levels of service while maintaining sufficient excess property tax capacity to provide flexibility to meet the future fiscal year needs, and reflect City Council priorities.
- Expanded and refined the performance based budget document in the area of quantifiable goals performance measurement and unit costs.
- Received a credit rating increase from Moody's Investors Service to Aaa – the highest credit rating granted.
- Arranged financing for long term debt including first phases of the Water Treatment Plant and the Cambridge Public Health Commission project.
- Developed an informational bulletin on the automotive excise mailed with all 1997 auto excise tax bills.
- Completed FY98 fiscal year audit by December 1, 1997.
- Began conversion of a new property valuation system in the Assessing Department.
- Completed a new user needs analysis for each core Geographic Information System (GIS) user department. Purchased and installed enhanced GIS hardware.
- Working with the Electrical Department, expanded to 15 the number of City buildings in the fiber network.
- Continued to expedite the procurement of supplies and services for the City in a responsible and equitable manner; worked to further standardize City construction contracts and bidding documents; continued to encourage participation of Minority Business Enterprise (MBE) firms in bids and quotes; and continued tracking system on usage of recycled products by the City.

Law

- Provided additional legal resources the City Manager and Community Development

Department to address housing issues related to the expiration of rent control protection. The Law Department devoted considerable time to working on development of significant housing initiatives including: the expiring use, home rule petition; the transfer tax petition; an amendment to the Zoning Ordinance to provide for inclusionary zoning; the filing of litigation related to preserving rent protections for expiring use properties; analysis of M.G.L. c. 121A, HUD regulations, and contracts as they affect all expiring use properties in the City; drafted necessary legal documents to assist in the purchase of 808 Memorial Drive by tenants, and provided legal advise to the New Lease Program.

- Focused significant resources on major litigation initiatives regarding the Central Artery/Tunnel Project and the Sign Ordinance. Efforts include: final resolution of the litigation relating to the central Artery Projects, and drafting and executing of Force Account Agreement which assures necessary funds for the City to prepare for and address Project impacts as construction moves into the City; efforts continued to attempt resolution of the Sign Ordinance litigation.
- Continued outreach and training by the Law Department to various departments regarding measures to improve risk analysis and control.

II. HUMAN RESOURCE DEVELOPMENT

Personnel

- Maintained open, accessible and responsive applicant intake system, assisting departments in making appropriate and effective hiring decisions that assure qualified employees. Ensure consistency and integrity of employment processes and reporting in all City departments.
- Utilized a variety of outreach methods to ensure a qualified and diverse applicant pool for all recruitment.
- Assisted the City Manager, Affirmative Action Director, and departments in meeting Affirmative Action goals by increasing the percentage of women and minorities in underutilized categories. Continue to emphasize increasing the percentage of female and minority representation in Officials and Administrators (O&A).
- Continued to provide training and professional development opportunities to all employees through internal and external training and through the tuition reimbursement program. Ensured that department managers have access to training on key issues of management development and risk management.
- Assisted in the filling of key administrative and policy advisory positions as they become

available (e.g., MIS Director).

- Assisted the Police Commissioner with personnel and labor issues that arise out of the Commissioner's agenda to reform and improve and Police Department.
- Assisted department in working out procedures to appropriately implement recently enacted retirement law reforms, particularly with respect to disabled retirees who claim to be fit to return to work.
- Provided core curriculum of courses for new full-time employees.
- Successfully managed employee relations in a manner which facilitates employee productivity and satisfaction within City wage guidelines, promoting labor stability in the City; assist the schools with collective bargaining. Settled eight (including three School Department) labor contracts. Conducted exit interviews with full-time benefited employees upon terminating employment with the City.
- Provided guidance and tools to departments in developing and administering performance management processes.
- Provided high quality comprehensive health insurance plans and support services for employees and retirees, at reasonable cost, with changes at, or below the medical inflation rate; increase participation of Medicare eligible retirees in HMOs. Offered wellness initiatives to employees and their families.

Library

- Completed architectural drawings for improvements at the Central Square Branch Library for the Rotary Community Technology Learning Center, adult and children's rooms, and the Lewis Room.
- Made significant progress in establishing an Endowment Fund for the Cambridge Public Library.
- Introduced online periodical access and electronic reference sources from all branch libraries; this was made possible with the transition to the Minuteman Library Network
- Celebrated 25th Anniversary of Cambridge Public Library's Black History Program; the Cambridge Black Cultural and Historical Association and Henry Louis Gates of the Dubois Center at Harvard University presented a program, attended by over 200 people, on the Norton Anthology of African American Literature.

III. PUBLIC SAFETY

Police, Fire and Emergency Communications

- Refined and implemented the overall strategy of community policing to include: the establishment of regularly scheduled community meetings in all areas of the City; the assignment of supervisors to specific geographical areas to coordinate response to crime and neighborhood disorder; assigned route officers involvement in attending neighborhood meetings; and the establishment of a City-wide problem solving model/strategy. The Police Department is currently training the Department personnel and the community in the mechanisms of the problem solving model/strategy and the implementing a reporting mechanism for neighborhood issues ensuring that proper actions are taken and feedback provided.
- Reviewed current citizen complaint procedure to ensure all complaints of police misconduct are documented and investigated in a timely manner.
- Continued selective traffic enforcement in all neighborhoods of the City with special focus on high accident areas, heavy truck traffic, commercial vehicle inspection, pedestrian safety, crosswalk safety and child restraint regulations.
- Maintained and expanded crime prevention efforts by coordinated efforts such as the funding of graffiti removal kits for neighborhoods (by DPW), residential and commercial surveys in order to introduce “target hardening” techniques and neighborhood surveys.
- Implemented City-wide efforts directed at bicycles to include theft prevention, registering of bicycles and enforcement of traffic laws and violations. In addition, partnerships have been formed with both the Harvard and MIT Police Departments to focus on these issues.
- Updated and implemented an in-service training curriculum.
- Conducted continuous surveys of the emergency medical needs of the City to ensure that the Department provides the highest possible level of pre-hospital care. Continued to upgrade the EMS capabilities of all Fire Department units, particularly the neighborhood Engine Companies, which permits units to provide rapid intervention in the event of medical emergencies.
- Began the renovation of the quarters of Engine Company 2 and Ladder Company 3 in Lafayette Square. The City has received a grant (\$150,000) from the State to assist with this historic renovation.

- Process applicants for 25 Reserve Firefighter positions, allowing the Department to send 14 Recruits to the State Fire Academy in September and December, 1997.

Traffic, Parking & Transportation

- Completed Phase I of the Green, Franklin, Pearl garage rehabilitation project; Phase I involved the replacement of lighting and structural repairs.
- Installed new signals at First and Thorndike Street and Concord Avenue and Alpine Street.
- Analyzed phone volumes on the Traffic, Parking & Transportation Department's main telephone line and developed mechanisms to improve response time; this effort is on-going.
- Commenced implementation of a complaint tracking system for the Department.
- Implemented changes to streamline the street occupancy and street closing permit process.
- Drafted and implemented new, comprehensive bicycle regulations.
- Continued working with major City initiatives including the Truck Advisory Committee and the Library 21 Committee.
- Increased efficiency of Departmental operations through increased use of computer resources: implemented hardware and software changes to bring the Department up to the new City computing standards; computerized Department functions and records; began development of a computerized work order system; and commenced utilization of the NT server and the Geographic Information System.
- Trained staff in customer service; this effort will continue.

Inspectional Services

- Reviewed internal procedures associated with the review of plans for building permits with the objective of minimizing preventable problems that arise during construction and final inspection.
- Improved coordination with the Public Works Department and other City Departments on major project site plan review with the objective of insuring that connections to utility systems and public ways are properly addressed.
- Developed and implemented a training program on grease and cooking oil control for

restaurants, as required by consent order with State Department of Environmental Protection. Completed initial inspection of 60% of restaurant grease traps.

- Continued improvements in the training and professional development of Department employees in the area of customer relations and in coping with stressful situations.
- Converted application forms for wiring, plumbing, gas, sprinkler, and mechanical permits to 4 part NCR forms so that permits can be issued upon application, saving processing and mailing costs and improving customer service.

License Commission/Consumers Council

- In conjunction with the acquisition of the Department's new personal computers, trained staff members on this new technology.
- Worked to streamline the Alcohol License renewal process to avoid application processing delays at the Alcoholic Beverages Control Commission.
- Worked with disposal companies and neighborhood groups to reduce the number of disposal truck-initiated noise complaints while beginning the process of licensing this type of business.
- Increased understanding of alcohol violations and the issues surrounding underage drinking through seminars and programs for licensees.
- Expanded the use of the Cambridge Internet resources and of Cable TV as a means to inform and educate Cambridge residents of consumer issues and their individual consumer rights.
- Provided all members of the Cambridge City Council and all members of the state legislative delegation that represents Cambridge residents with regular information about consumer concerns and the potential impact of pending legislation on consumers' ability to obtain fairness in the marketplace, such as utility company restructuring and changes in item pricing legislation.

IV. COMMUNITY MAINTENANCE AND DEVELOPMENT

Community Development

- Completed construction of Phase II of Central Square Improvements; worked with Central Square Committee on establishing a management plan for the Square – the implementation of the plan is on-going; Completed Phase II facade improvement projects for Central Square.

- Completed improvements at the following parks: Silva Park, Cooper Playground, Mt. Auburn Veteran's Memorial Plaza, and Quincy Square; improvements to Riverside Press Park are in progress. Continue to work with Open Space Committee on completion of Park Inventory, Design Standards, City Landscape Beautification Program.
- Continued working with Railroad Safety Task Force and consultant to complete full design for grade separated crossings at the commuter rail line in North Cambridge.
- Worked with the Public Works and Traffic, Parking and Transportation Departments to initiate the Porter Square/North Massachusetts Avenue improvement project. Continued to work with Porter Square Neighbors Association and the property owners of Porter Square Shopping Center on agreements contained in the Memorandum of Understanding for the renovations of Porter Square Shopping Center. Commenced work with the North Cambridge neighborhood and the Planning Board on the rezoning of the IC/PUD district in North Cambridge.
- Working with the Area IV Coalition, established and implemented a public process to budget Area IV UDAG funds, including initial series of neighborhood workshops.
- Developed recommendations and published a plan for the revitalization of the Cambridge Street Corridor; implement a facade improvement program.
- Managed and provided staff support to the Interdepartmental Working Committee on Streamlining the Permitting Process, including making recommendations for streamlining specific permit applications, began drafting a users guide to the City's permitting process, and exploring the feasibility of making some permits available through the Internet.
- Implemented a \$4 million small business assistance loan pool by acting as a loan administrator, marketing the loan program, providing technical assistance to companies developing business plans, and closing loans.
- Monitored the implementation of the City's Development Agreement with University Park, including monitoring the construction of Phase II and overseeing the design of the next phase of improvements to the sidewalks and streetscape on Green Street and Landsdown Street.
- Interviewed manufacturers identified in the 1996 manufacturing survey; work to determine means by which the City can help retain employment in this sector will continue.
- Worked with representatives from the community, state agencies and other City departments on designs for the enhancement of the Fresh Pond Corridor, pathway and landscape improvements on the Cambridge Common, and improvement of traffic circulation in

Cambridgeport and Lafayette Square/Massachusetts Avenue roadway improvements in coordination with DPW sewer improvements.

- Developed and launched a new program specifically focused on the implementation of traffic calming measures in response to requests from city residents and as elements or larger transportation planning projects.
- Continued work to reduce congestion and air pollution through continued implementation of the Vehicle Trip Reduction Ordinance, including efforts to reduce single-occupancy vehicle trips among private and public employees, targeted education efforts, infrastructure improvements, alternative fuel vehicle programs, and promotion of public transit
- Began development of a multi-year traffic safety and education plan in collaboration with the Police, Traffic, Parking and Transportation and School Departments.
- In connection with the MBTA Major Investment Study for the Urban Ring, worked jointly with the other Urban Ring compact communities to provide planning data, evaluate modal and routing alternatives, and plan an extensive public process.
- Promoted and documented energy conservation opportunities and accomplishments within the City through participation in the EPA Green Lights/Energy Star Program.
- In collaboration with the Department of Human Services, implemented a case management system to prevent the displacement of protected tenants through assistance in preserving existing tenancies, where possible, or relocation to other affordable housing in the community.
- Provided technical and resident organizing assistance to tenants and owners of the expiring use buildings to preserve affordability, including convening informational meetings for tenants in each building and discussing and implementing, if necessary, preservation strategies.
- Continued efforts to increase the supply of affordable housing through the CITYHOME program, including the redevelopment of the former Harvard Manor Nursing Home and other housing development projects. Increase homeownership opportunities for Cambridge residents through buyer education and counseling, affordable financing, and homeownership development projects.
- Analyzed and proposed new housing policies and programs designed to generate additional resources to meet the need for affordable housing; a draft of an inclusionary zoning ordinance was submitted to the City Council for its consideration.
- Through the Lead-Safe Cambridge program, continued work to reduce the incidence of lead

paint poisoning among young children by creating affordable, lead-safe housing and implementing an extensive outreach and education campaign. A new program element includes work with 50 community agencies to integrate poisoning prevention into their service delivery system.

- The Historical Commission, working with an advisory committee, continued to examine and develop measures to protect the historical character of the environment of Harvard Square, while accommodating appropriate commercial growth; recommendations will be forwarded to the City Council for consideration.

Public Works

- Completed a 5-year recycling plan which includes programmatic, recovery rate, and cost-control efficiency goals.
- Completed construction of the Eastern Cambridge Frisoli Youth Center.
- Developed a full service preventive maintenance program for the sanitary sewer and storm water collection system. Implemented a program for removal of all illicit connections from the stormwater and sanitary sewer collection system. Substantially completed the storm water management and inflow-infiltration planning program document.
- Developed and implemented a collection system preventive maintenance program to improve the flow of water and the condition of water flowing into the Charles River. Removed 40% of all illicit connections of collection systems that outfall into the Charles River. Continued efforts on the Cambridge Storm Water Management Plan to improve the conditions in the Charles River.
- Developed a scheduled maintenance program for tree pruning for each City tree on a four-year cycle.
- Substantially completed all DPW Internet home page information.
- Substantially completed the materials inventory database and tracking system for all DPW Divisions.
- Designed, bid, and managed construction of the Berkshire and Cedar Street traffic calming projects. Designed, bid, and managed Chapter 90 State Highway Funds for roadway and sidewalk reconstruction in Cambridge.
- Implement all recommendations of the Graffiti Task Force that pertain to the DPW.

Water

- Conducted an independent review of the future water treatment plant design and construction schedule, with a primary objective of finding methods to reduce cost and to minimize the construction schedule.
- Obtained permitting for construction of the future water treatment plant which includes Department of Environmental Protection (DEP) approval.
- Continued an on-going public relations program to improve customer service and to increase public education in connection with general water works activities as well as the construction of the new water treatment plant.
- Began work with a Fresh Pond Master Plan Advisory Committee on the development of a master plan for the reservation.
- Completed the dam emergency action plan and the community hazardous material response program. The emergency plans are coordinated with the emergency management personnel from the numerous communities in our watershed.
- Completed the final phase of the GIS mapping program pursuant with the reauthorization of the Safe Drinking Water Act (SDWA).
- Substantially completed Black's Nook Improvement and the Kingsley Park Bridge Replacement Projects; both of these locations are entrances to the Fresh Pond Reservation.
- Obtained permits for the installation of watershed stream gauging stations. These stations will provide vital source water quality information.
- Finalized the Fresh Pond groundwater monitoring program; this program is needed to monitor the movement and quality of groundwater adjacent to the Fresh Pond reservoir.
- Completed phase 1 development of the Cambridge Watershed Business Partnership Program.
- Assembled an Automated Meter Reading (AMR) Steering Committee for the purposes of assessing and ultimately selecting an AMR system.
- Continued to make pipeline system infrastructure improvements: rehabilitated water mains in conjunction with DPW sewer separation projects; eliminated lead water services; and upgraded water meters and improve fire protection.

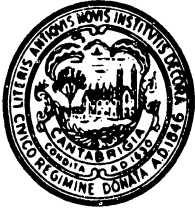
- Developed a vehicle maintenance cost tracking system and vehicle replacement program.

V. HEALTH & HUMAN SERVICES

Human Services

- In conjunction with the School Department, implemented the recently established management plan for the War Memorial facility.
- Completed plans to expand recreational opportunities at the Mayor Thomas W. Danehy Park including a water play feature, croquet courts, sand volleyball courts and an upgraded dog run. Continued systematic improvements to extensively used fields to ensure quality playing surfaces, with renovation last of an additional field.
- Provided targeted outreach to senior citizens of various ethnic and cultural backgrounds who may be financially eligible for Senior Food Pantry services but are not currently accessing them due to cultural barriers.
-
- Researched and began development of a “Reassurance Network” for Cambridge elders which will provide regular and ongoing personal connections for those who are isolated or at-risk. Full implementation of a “Reassurance Network” is anticipated in FY98.
- Developed and implemented a transitional plan for the opening of the Frisoli Youth Center in East Cambridge.
- Continued discussions with the West Cambridge community regarding the West Cambridge Youth Center.
- In collaboration with the Cambridge Public Schools, implemented the Fletcher Community Partnership for Extended Care and Learning, funded through the Danforth Foundation.
- Developed and implemented a curriculum that will increase the level of civic knowledge and participation among adult basic educational students at the Community Learning Center.
- Increased literacy services targeted to homeless adults.
- Developed and distributed 5,000 copies of a pocket referral guide to alcohol, tobacco and other drug services.

- Substantially completed an interactive web page on the Internet with information about Cambridge area substance abuse prevention programs.
- Collaborated with the Cambridge Public Health Commission (CPHC) to integrate substance abuse prevention into the CPHC's managed health care system.
- Developed and implemented at the Multi-Service Center a case management program for households with children and elderly or disabled persons in need of housing or services as a result of the lost of rent control.



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14.

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

January 26, 1998

To the Honorable, the City Council:

I am pleased to submit to you the City administration's goals for 1998.

As you will notice, the goals are in a new format: I have listed eight overarching goals of the administration, as well as more specific implementation goals under each that will be undertaken throughout calendar and fiscal year 1998 to work towards achieving the larger goals. These implementation goals are consistent with those articulated in the budget document and will be tied to department-level performance measures in that document where possible. For purposes of efficiency and to streamline departmental performance measurement, beginning next year I will submit the City administration's goals to the City Council in January for the upcoming fiscal year.

A second document on accomplishments is also enclosed. This document specifically ties to the 1997 goals submitted to the City Council last January. Of the 139 goals articulated last year, 75% were achieved or substantially achieved in calendar year 1997, 21% are in progress, and for 4%, progress was not made in 1997. Although many of the goals were achieved, often it continues to be a goal as we continually strive to improve our delivery of services and efficiency of operations.

You will notice that there is overlap among many of the overarching goals.. For example, "presenting high quality fire safety programs" is listed under the fourth goal: "Ensure Public Safety." This item can additionally been listed under the first goal as well "Deliver High Quality Services." In the interest of simplifying the document, implementation goals are listed under what I consider to be the primary overarching goal.

I welcome any comments you may have.

Very truly yours,

Robert W. Healy
City Manager

Attachments

Consent Agenda #14

S-12

Relative to the City administration's
goal for 1998.

In City Council January 26, 1998

All items carried forward to be a part
of City Council Meeting of
February 2, 1998 on motion of
Councillor Sullivan.

In City Council February 2, 1998

Referred to Government
Operations Committee
on motion of
Councillor Sullivan