

City of Cambridge

Report of the Housing and Community Development Committee Containing the Committee's Recommendations on Growth Policy

Cambridge City Council

October, 1994

The Committee on Housing and Community Development of the Cambridge City Council held four public meetings to discuss and to receive public comment concerning the recommendations of the Cambridge Planning Board on the city's growth policy contained in the volume entitled Toward A Sustainable Future.

At the first meeting on May 19, 1994, the Community Development Department staff outlined the findings of the report to the Committee, and the Committee received some public comment. At the second and third meetings, on May 26 and June 2, 1994, the Committee received public comment. At the final meeting, on July 20, 1994, the Committee heard presentations regarding regional and state growth planning initiatives.

Minutes of these meetings and attachments have been presented to the City Council and are available from the Office of the City Clerk.

The Committee was impressed with the substantial staff effort that went into the report's findings. The Committee was also impressed by the testimony of many of those who helped create the report. Cambridge citizens representing various business, neighborhood and environmental interests met in focus groups with staff in considering and processing the many factors which had to be explicated and understood as a basis for the statement of some seventy growth policies. Participants felt that they increased their understanding of the complexity of policy making by interacting with those whose perspectives differed from their own.

These seventy policies are meant to guide the city's decision-making in the following areas: land use, economic development and employment; transportation; housing institutions; urban design; and open space.

The need to adopt policies in these areas to guide the city's future is essential. The economic boom of the 80's is unlikely to reoccur, but the need for public services does not slow. There are unrelenting forces which demand new investment in the infrastructure and human services. No reinvention of government, for example will stop employee demands for

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wage and benefit increases. The central question facing Cambridge is how to balance those forces it can control or influence to maintain a diverse, liveable and sustainable city.

The Committee finds that the policies as recommended are acceptable. However, there are many areas relating to growth that are omitted, perhaps because they did not seem to come under the direct purview of the Planning Board and the Community Development Department in whose jurisdictions preparation of the report was placed. The Committee feels that the city's growth policy must contain additional elements in such areas as education; health; human services; finance; workforce development and training; the arts; population density and diversity; energy; infrastructure; environment (including air, water and sewer); and public safety. Unless policies are developed in all these areas, the City and its residents will not understand the difficult choices which must be made in achieving them.

The Committee believes that the vision articulated, one of a sustainable Cambridge (see pages 46 and 47), is both idealistic and ambitious. It is not, however, tied realistically to the various concrete steps necessary to achieve that vision. Some of the policies carry inherent conflict which will become apparent as they are made more specific. There is little acknowledgement of the great difficulty of achieving such far-reaching objectives or of the potential or actual conflicts among objectives. Before the final Growth Policy reaches the City Council in two years, every neighborhood, civic and business organization should have thoughtfully participated in the process and, to the extent possible, should either have approved the result or made clear their differences with it. The City Council should adopt a final Growth Policy only with the knowledge that the community has thoroughly considered it, understands it and approves it.

The Committee also finds that it is essential to understand how the policies will be implemented. One implementation problem is how the city government will use the policies. For example, it is clear that these policies will be of considerable help to the Planning Board. Many other city boards and departments might profit from revising their own policies in the light of the city's new growth policy. But it is not clearly stated which of these growth findings will be applicable to which city boards and departments and how those applications will happen.

Another implementation problem relates to the general nature of the policy recommendations. There needs to be explicit action plans designed to turn many recommended growth policies into concrete results. While some of the growth policies are general statements or guidelines, others can be implemented and require a roadmap of how to move from the general to the specific. Without such action plans, the growth policies might remain pious statements of intent.

A third implementation problem relates to costs and priorities. The City seeks action along many fronts, and realism dictates that these goals and objectives will be accomplished over many years. And, as soon as those years pass, there will be revised policies to pursue. Therefore, these actions must be sought through a logical ordering of priorities, cost estimates, and funding sources. After it is initially approved, the City Council should review progress toward the achievement of the Cambridge Growth Policy at least once every four years.

A final implementation problem relates to how other sectors of the community will use the Growth Policy. If the Policy is to be successful and useful, many civic, business and community organizations must find it compelling. For example, the Community Development Department is currently engaged in neighborhood studies throughout the city. Some of these have been completed, some are in preparation and some are in prospect. Other groups have been or are involved in studying and improving the city's square and commercial areas. These reports should guide and be guided by the Cambridge Growth Policy. As working groups grapple with real problems, they will wish to refine the Growth Policy accordingly. These groups will also wish to consult and apply the Growth Policy as it applies to the problems they are studying.

The Committee feels that all too few of the city's residents and businesses have had a chance to understand and react to the policies which may guide the city's development over the next generation. A few citizens were engaged with the Community Development Department by participating in focus groups. Very few persons attended the hearings of the Planning Board and the hearings of this City Council's subcommittee. The city needs to find more comprehensive ways to seek input, develop understanding and gain consent. Wherever possible business and civic groups should try to recreate the atmosphere which involved participants in the focus groups leading to the present effort. For example, the City should respond to the invitation of the Civic Forum by asking it to design a series of community workshops and television programs to increase citizen understanding and input. The City should invite those groups engaged in neighborhood studies to survey their neighborhoods concerning the acceptability of growth policies and to test their neighborhood recommendations against citywide growth policies. And when the Cambridge Growth Policy has been finalized, perhaps two years from now, the City Council should publish it and should consider asking for its approval via a non-binding public referendum. Such a referendum would maximize the likelihood that citizens would inform themselves about their city's future, would stimulate public discussion and debate, and would provide the authority necessary for implementation.

The Committee recommends that the City Council closely monitor ongoing regional and state growth policy initiatives. The city's ability to achieve its objectives will depend in significant measure on working closely with the State. Two recent major legislative reports

reviewed by this Committee offer contrasting views of organizing regional solutions to growth issues. Under the "Growing Smart" bill, a new regional agency would have a role in regional economic development decisions, possibly diluting the local control. The report recommending the abolition of county government authored by Senator Chase, on the other hand, is less certain on how the state would handle regional issues relating to growth.

Since the finalization of the Growth Policy cuts across so many city jurisdictions, one department or agency must be given the authority to direct this remaining task. The Committee recommends that the City Manager designate the Community Development Department to coordinate these additional efforts since it has already made a successful start in producing the present report.

SUMMARY OF CITY COUNCIL RECOMMENDATIONS
CONCERNING THE CAMBRIDGE GROWTH POLICY

1. That the Cambridge Growth Policy be accepted as interim policy for the city pending consideration and adoption of a more comprehensive measure;

2. That the City Manager be requested to direct the Community Development Department to brief all relevant city departments and boards asking them, where appropriate, to utilize this interim policy in their decision-making;

3. That the City Manager be requested to direct the Community Development Department to coordinate the preparation of a more comprehensive, final Growth Policy, which will include, but not be limited to, education; health; human services, finance; workforce development and training; the arts; population density and diversity; energy; infrastructure; environment; and public safety;

4. That the City Manager be requested to direct the Community Development Department to develop and recommend implementation and action plans, together with cost estimates and prioritization, for the Cambridge Growth Policy;

5. That the City Manager be requested to direct the Community Development Department to maximize public participation in the development of the final Growth Policy in order to ensure that policies are realistic and achievable, that inherent potential conflict among policies is identified, and that the wide public understanding necessary for accomplishing ambitious goals is gained. The Department should utilize the Civic Forum and other interested groups to help;

6. That the City Manager be requested to direct the Community Development Department to utilize the Cambridge Growth Policy as a tool in conducting its studies of

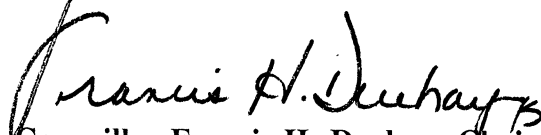
neighborhoods, commercial areas and squares by asking study teams to apply the Growth Policy as appropriate. These studies of smaller geographic areas of the city should be used to refine and redefine the overall Growth Policy and should be integrated with it, thus making that Policy more concrete and realistic;

7. That the final Growth Policy be recommended to the Cambridge City Council no later than September 30, 1996;

8. That the City Council, after it completes its review and final action, be urged to publish the Cambridge Growth Policy and seek public approval via a non-binding referendum in the 1997 municipal election; and,

9. That the City Council review the Cambridge Growth Policy at least every four years after 1997.

Respectfully submitted,


Councillor Francis H. Duehay, Chair
Vice Mayor Sheila T. Russell
Councillor Kathleen L. Born

/s

**CITY OF CAMBRIDGE
FIVE YEAR FINANCIAL PROJECTIONS**

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CITY OF CAMBRIDGE

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EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

October 24, 1994

To The Honorable, The City Council

For your review and consideration, attached please find a copy of the City's five year financial projections. The Finance Department staff has prepared two possible scenarios regarding the next five years. The scenarios are based upon assumptions listed in the analysis. The difference between the two scenarios results from assumptions made about future levels of state aid. Scenario 1 projects level annual state aid funding, while scenario 2 projects a 2% annual growth in state aid funding. After several years of declines, state aid to Cambridge grew by 1.8% in FY 95 (net of school constructing reimbursements).

While numerous assumptions were used in calculating projections, a small number of indicators should bear the closest observation. On the revenue side in addition to state aid the key indicators are tax levy growth (as well as levy limit growth) and Hospital and Neville Manor Revenue. Together, property taxes, state aid and Hospital and Neville revenues account for 83% of the City's FY 1995 budgeted revenue. One important factor in Neville Manor's revenue projection is the Manor's likely loss of preferential medicaid rate treatment beginning in January of 1995. If the preferential rate treatment is lost, the Neville's deficit will increase by approximately \$1,000,000 annually beginning in FY 1996.

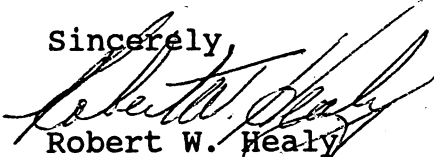
On the expenditure side, the two key elements are salary and benefit (primarily health insurance) growth. The assumptions used in both scenarios assume that the City is successful in obtaining zero employee wage growth (except for school teachers) for both FY 1995 and FY 1996. The projections also rely upon health insurance growth of only 6% annually, compared with the double digit growth

of the recent past. A third significant expense, pension costs are projected at 10% growth annually. However, the costs are expected to be less volatile because the Retirement Board has adopted a longterm funding plan.

Both scenarios presented indicate that even if the City is successful at the collective bargaining table, the City faces revenue gaps beginning in FY 1997. If the City is not successful at obtaining zero salary growth in both FY 1995 and FY 1996, the revenue gap will occur next year (FY96). It should be pointed out that for each additional 1% in salary growth not assumed in these projections, approximately \$1.1 million in additional tax levy funding would be required in the first year of the increase. The cost then becomes cumulative in the out years.

While these projections show the need for expenditure restraint due to slow revenue growth, there is no indication of the need at the present time for immediate reductions in expenditures. Instead the projections indicate that on the expenditure side the City has time and thus some flexibility in responding to the problems indicated for the out years.

Sincerely,



Robert W. Healy
City Manager

SECTION I

SCENARIO 1
EXPENDITURE PROJECTIONS
FY95 - FY99

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
CITY PROGRAMS:					
City Operating Programs	\$82,260,085	\$82,624,896	\$84,917,589	\$87,275,342	\$89,700,033
Contrib Pensions	\$10,737,390	\$11,811,129	\$12,992,242	\$14,291,466	\$15,720,613
Non-Contrib Pensions	\$1,995,000	\$1,995,000	\$1,995,000	\$1,995,000	\$1,995,000
Health Insurance	\$9,310,235	\$9,868,849	\$10,460,980	\$11,088,639	\$11,753,957
City Debt Service	\$6,387,470	\$6,490,087	\$6,691,852	\$6,257,996	\$6,212,422
Overlay	\$4,250,000	\$4,250,000	\$4,250,000	\$4,250,000	\$4,250,000
Prior Year Overlay	\$1,452,760	\$1,452,760	\$0	\$0	\$0
SUBTOTAL: CITY BUDGET	\$116,392,940	\$118,492,721	\$121,307,663	\$125,158,443	\$129,632,025
CHERRY SHEET:					
Offset	\$877,417	\$877,417	\$877,417	\$877,417	\$877,417
State Charges	\$7,308,018	\$7,308,018	\$7,308,018	\$7,308,018	\$7,308,018
MWRA	\$13,124,880	\$15,093,612	\$17,357,654	\$19,961,302	\$22,955,497
SUBTOTAL:	\$21,310,315	\$23,279,047	\$25,543,089	\$28,146,737	\$31,140,932
SCHOOL DEPT:					
School Operating	\$68,681,020	\$70,347,761	\$73,011,003	\$75,751,199	\$78,570,597
School Debt	\$3,434,432	\$5,162,957	\$6,238,839	\$7,426,922	\$5,920,904
School Contrib Pensions	\$2,115,625	\$2,327,188	\$2,559,906	\$2,815,897	\$3,097,487
School Health	\$6,905,465	\$7,319,793	\$7,758,980	\$8,224,519	\$8,717,990
School Stabilization	\$1,347,723				
SUBTOTAL:	\$82,484,265	\$85,157,698	\$89,568,729	\$94,218,537	\$96,306,978
HOSPITAL DEPT:					
Hospital Operating	\$62,245,103	\$62,703,691	\$64,350,922	\$66,042,892	\$67,780,850
Hospital Health	\$5,344,775	\$5,665,462	\$6,005,389	\$6,365,713	\$6,747,655
Hospital Contrib Pensions	\$2,117,500	\$2,329,250	\$2,562,175	\$2,818,393	\$3,100,232
Hospital Debt	\$2,000,052	\$2,129,878	\$2,973,453	\$3,419,078	\$3,287,303
SUBTOTAL:	\$71,707,430	\$72,828,281	\$75,891,939	\$78,646,075	\$80,916,040
NEVILLE MANOR:					
Neville Operating	\$8,495,365	\$8,544,105	\$8,775,571	\$9,013,483	\$9,258,026
Neville Health	\$969,875	\$1,028,068	\$1,089,752	\$1,155,137	\$1,224,445
Neville Contrib Pensions	\$464,000	\$510,400	\$561,440	\$617,584	\$679,342
Neville Dept	\$208,200	\$201,600	\$194,700	\$187,500	\$180,300
SUBTOTAL:	\$10,137,440	\$10,284,173	\$10,621,463	\$10,973,704	\$11,342,113
WATER DEPT:					
Water Operating	\$4,545,561	\$4,575,640	\$4,697,569	\$4,822,849	\$4,951,574
Water Health	\$475,365	\$503,887	\$534,120	\$566,167	\$600,137
Water Contrib Pensions	\$472,440	\$519,684	\$571,652	\$628,818	\$691,699
Water Debt	\$2,512,489	\$2,842,085	\$3,387,736	\$3,992,739	\$4,561,841
SUBTOTAL:	\$8,005,855	\$8,441,296	\$9,191,078	\$10,010,573	\$10,805,252
CAPITAL:					
Capital	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
=====					
GRAND TOTAL	\$311,788,245	\$320,233,215	\$333,873,960	\$348,904,069	\$361,893,340
=====					

SCENARIO 1
REVENUE PROJECTIONS
FY95-FY99

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
=====					
CITY PROGRAMS:					
Real/Personal Taxes	\$133,354,089	\$136,901,961	\$143,425,087	\$150,848,102	\$156,935,503
Motor Vehicle Excise	\$2,504,611	\$2,604,795	\$2,708,987	\$2,817,347	\$2,930,041
Hotel/Motel	\$2,385,000	\$2,480,400	\$2,579,616	\$2,682,801	\$2,790,113
Interest on Taxes	\$438,000	\$459,900	\$482,895	\$507,040	\$532,392
Sewer Charges	\$15,338,215	\$17,486,825	\$19,756,831	\$22,347,954	\$25,404,627
Fees	\$294,700	\$294,700	\$294,700	\$294,700	\$294,700
Rentals	\$20,050	\$20,050	\$20,050	\$20,050	\$20,050
School Revenue	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Recreation Revenue	\$731,250	\$731,250	\$731,250	\$731,250	\$731,250
Other Departmental	\$1,980,585	\$1,980,585	\$1,980,585	\$1,980,585	\$1,980,585
License/Permits	\$3,381,660	\$3,381,660	\$3,381,660	\$3,381,660	\$3,381,660
Fines & Forfeits	\$392,160	\$392,160	\$392,160	\$392,160	\$392,160
Investment Income	\$825,000	\$925,000	\$1,025,000	\$1,125,000	\$1,225,000
Parking Fund	\$11,200,960	\$11,200,960	\$11,200,960	\$11,200,960	\$11,200,960
State Aid	\$35,721,515	\$34,741,493	\$35,697,493	\$36,930,555	\$36,868,713
Free Cash	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000
In-lieu-of Taxes	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000
Solid Waste fees	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Health Trust	\$1,800,000	\$1,908,000	\$2,022,480	\$2,143,829	\$2,272,459
Corporate Excise	\$598,000	\$898,000	\$898,000	\$898,000	\$898,000
Other Available	\$2,020,425	\$2,020,425	\$2,020,425	\$2,020,425	\$2,020,425
Hospital Admin Charge	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
Library	\$78,300	\$78,300	\$78,300	\$78,300	\$78,300
Cemetery	\$263,000	\$263,000	\$263,000	\$263,000	\$263,000
School Stabilization	\$0	\$1,300,000	\$600,000	\$0	\$0
SUBTOTAL:	\$220,187,520	\$226,929,464	\$236,419,480	\$247,523,717	\$257,079,936
HOSPITAL DEPT:					
Health Claims Trust	\$506,390	\$536,773	\$568,980	\$603,119	\$639,306
State Grants/Receipts	\$62,443,380	\$63,533,848	\$66,565,299	\$69,285,296	\$71,519,074
Taxes	\$8,757,660	\$8,757,660	\$8,757,660	\$8,757,660	\$8,757,660
SUBTOTAL:	\$71,707,430	\$72,828,281	\$75,891,939	\$78,646,075	\$80,916,040
NEVILLE MANOR:					
Health Claims Trust	\$100,000	\$106,000	\$112,360	\$119,102	\$126,248
Receipts	\$9,203,440	\$8,278,173	\$8,609,103	\$8,954,602	\$9,315,865
Taxes	\$834,000	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000
SUBTOTAL:	\$10,137,440	\$10,284,173	\$10,621,463	\$10,973,704	\$11,342,113
WATER DEPT:					
Receipts	\$8,005,855	\$8,441,296	\$9,191,078	\$10,010,573	\$10,805,252
CAPITAL:					
Taxes	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Free Cash	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
SUBTOTAL:	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
=====					
GRAND TOTAL	\$311,788,245	\$320,233,215	\$333,873,960	\$348,904,069	\$361,893,340
=====					
TOTAL TAXES	\$144,445,749	\$149,059,621	\$155,582,747	\$163,005,762	\$169,093,163

PROJECTED LEVY LIMIT	\$144,899,036	\$149,883,312	\$155,032,095	\$160,309,597	\$165,719,037
EXCESS CAPACITY/(GAP)	\$453,287	\$823,691	(\$550,652)	(\$2,696,165)	(\$3,374,126)

Summary Assumptions Scenario 1

Expenditures:

1: Salaries & Wages based on:

<u>Year</u>	<u>Date</u>	<u>Increase</u>
FY95	7/1/94	0%
FY96	7/1/95	0%
FY97	7/1/96	3%
FY98	7/1/97	3%
FY99	7/1/98	3%

2: Other Ordinary Expenses increase by 2% annually

3: Travel and Training increase by 2% annually

4: Extraordinary Expenses increase by 2% annually

5: Debt reflects issued debt and impending debt.

Impending debt schedule on page 12

6: Health Insurance costs increase by 6% annually

7: Contributory Pension costs increase by 10% annually

8: MWRA costs increase by 15% annually

9: School Operating for FY96 reflects contract rollover increase of 1.25% in Salaries plus

\$700,000.00 per year in Step Raises

Revenues:

1: Motor Vehicle Excise and Hotel tax increases by 4% annually

2: Investment income increases by \$100,000.00 annually

3: Interest on Taxes increases by 5% annually

4: Health Trust increases by 6% annually

5: Water revenues increase to fully fund costs

6: Hospital revenues are increased to maintain constant property tax funding

7: Neville revenues reflect \$1.9 million annually beginning in FY96

8: Hospital and Neville Health Trust Claims Increase by 6% annually

9: State Aid increases by 0% annually plus change in schools

10: Tax Levy Limit grows according to table on page 13

EXPENDITURE WORKSHEET ASSUMPTIONS

FY96 FY97 FY98 FY99

CITY PROGRAMS:

City Operating Programs	See Operating Break Down Worksheet			
Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Non-Contrib Pensions	0.00%	0.00%	0.00%	0.00%
Health Insurance	6.00%	6.00%	6.00%	6.00%
City Debt Service	0.00%	0.00%	0.00%	0.00%
Overlay	0.00%	0.00%	0.00%	0.00%
Prior Year Overlay	0.00%	0.00%	0.00%	0.00%

CHERRY SHEET:

Prior Year Overlay	0.00%	0.00%	0.00%	0.00%
State Charges	0.00%	0.00%	0.00%	0.00%
MWRA	15.00%	15.00%	15.00%	15.00%

SCHOOL DEPT:

School Operating	See Operating Break Down Worksheet			
School Debt	0.00%	0.00%	0.00%	0.00%
School Contrib Pensions	10.00%	10.00%	10.00%	10.00%
School Health	6.00%	6.00%	6.00%	6.00%

HOSPITAL DEPT:

Hospital Operating	See Operating Break Down Worksheet			
Hospital Health	6.00%	6.00%	6.00%	6.00%
Hospital Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Hospital Debt	0.00%	0.00%	0.00%	0.00%

NEVILLE MANOR:

Nevelle Operating	See Operating Break Down Worksheet			
Neville Health	6.00%	6.00%	6.00%	6.00%
Neville Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Neville Dept	0.00%	0.00%	0.00%	0.00%

WATER DEPT:

Water Operating	See Operating Break Down Worksheet			
Water Health	6.00%	6.00%	6.00%	6.00%
Water Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Water Debt	0.00%	0.00%	0.00%	0.00%

CAPITAL

Capital	0.00%	0.00%	0.00%	0.00%
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REVENUE WORKSHEET ASSUMPTIONS

CITY PROGRAMS:

	FY96	FY97	FY98	FY99
Real/Personal Taxes				
Motor Vehicle Excise	4.00%	4.00%	4.00%	4.00%
Hotel/Motel	4.00%	4.00%	4.00%	4.00%
Interest on Taxes	5.00%	5.00%	5.00%	5.00%
Sewer Charges	Increased to Fully Fund Costs			
Fees				
Rentals				
School Revenue				
Recreation Revenue				
Other Departmental				
License/Permits				
Fines & Forfeits				
Investment Income				
Parking Fund				
State Aid				
Free Cash				
In-lieu-of Taxes				
Solid Waste fees				
Health Trust	6.00%	6.00%	6.00%	6.00%
Corporate Excise				
Other Available				
Hospital Admin Charge				
Library				
Cemetery				

HOSPITAL DEPT:

Health Claims Trust	6.00%	6.00%	6.00%	6.00%
State Grants/Receipts	Increased to Maintain Subsidy at Current Level			
Taxes				

NEVILLE MANOR:

Health Claims Trust	6.00%	6.00%	6.00%	6.00%
Receipts	Increased to Maintain Subsidy at Current Level			
Taxes				

WATER DEPT:

Receipts	Increased to Fully Fund Costs			
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CAPTITAL:

Taxes				
Free Cash				

OPERATING BREAK DOWN

	FY95 Budget	FY 96 Projected	FY 97 Projected	FY 98 Projected	FY 99 Projected
CITY PROGRAMS:					
Salary and Wages	\$64,019,550	\$64,019,550	\$65,940,137	\$67,918,341	\$69,955,891
Other Ordinary Maintenance	\$16,700,065	\$17,034,066	\$17,374,748	\$17,722,243	\$18,076,687
Travel and Training	\$899,265	\$917,250	\$935,595	\$954,307	\$973,393
Extra Ordinary Expenditures	\$641,205	\$654,029	\$667,110	\$680,452	\$694,061
SUBTOTAL:	\$82,260,085	\$82,624,896	\$84,917,589	\$87,275,342	\$89,700,033
SCHOOL PROGRAMS:					
Salary and Wages	\$54,250,540	\$55,628,672	\$57,997,532	\$60,437,458	\$62,950,582
Other Ordinary Maintenance	\$13,711,030	\$13,985,251	\$14,264,956	\$14,550,255	\$14,841,260
Travel and Training	\$367,050	\$374,391	\$381,879	\$389,516	\$397,307
Extra Ordinary Expenditures	\$352,400	\$359,448	\$366,637	\$373,970	\$381,449
SUBTOTAL:	\$68,681,020	\$70,347,761	\$73,011,003	\$75,751,199	\$78,570,597
HOSPITAL PROGRAMS:					
Salary and Wages	\$39,315,693	\$39,315,693	\$40,495,164	\$41,710,019	\$42,961,319
Other Ordinary Maintenance	\$22,592,610	\$23,044,462	\$23,505,351	\$23,975,458	\$24,454,968
Travel and Training	\$336,800	\$343,536	\$350,407	\$357,415	\$364,563
Extra Ordinary Expenditures	\$0	\$0	\$0	\$0	\$0
SUBTOTAL:	\$62,245,103	\$62,703,691	\$64,350,922	\$66,042,892	\$67,780,850
NEVILLE MANOR PROGRAMS:					
Salary and Wages	\$6,058,355	\$6,058,355	\$6,240,106	\$6,427,309	\$6,620,128
Other Ordinary Maintenance	\$2,252,080	\$2,297,122	\$2,343,064	\$2,389,925	\$2,437,724
Travel and Training	\$184,930	\$188,629	\$192,401	\$196,249	\$200,174
Extra Ordinary Expenditures	\$0	\$0	\$0	\$0	\$0
SUBTOTAL:	\$8,495,365	\$8,544,105	\$8,775,571	\$9,013,483	\$9,258,026
WATER PROGRAMS:					
Salary and Wages	\$3,041,620	\$3,041,620	\$3,132,869	\$3,226,855	\$3,323,660
Other Ordinary Maintenance	\$1,436,730	\$1,465,465	\$1,494,774	\$1,524,669	\$1,555,163
Travel and Training	\$20,700	\$21,114	\$21,536	\$21,967	\$22,406
Extra Ordinary Expenditures	\$46,511	\$47,441	\$48,390	\$49,358	\$50,345
SUBTOTAL:	\$4,545,561	\$4,575,640	\$4,697,569	\$4,822,849	\$4,951,574

**ANNUAL OPERATING
SEWER REVENUE PROJECTIONS**

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
Operating 3%	\$1,219,535	\$1,256,121	\$1,293,805	\$1,332,619	\$1,372,597
MWRA 15%	\$13,124,880	\$15,093,612	\$17,357,654	\$19,961,302	\$22,955,497
Debt	\$993,800	\$1,137,092	\$1,105,373	\$1,054,033	\$1,076,532
TOTAL	\$15,338,215	\$17,486,825	\$19,756,831	\$22,347,954	\$25,404,627

STATE AID

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
SBAB	\$3,521,140	\$2,541,118	\$2,541,118	\$2,338,180	\$2,276,338
Morse School			\$478,000	\$478,000	\$478,000
Fitzgerald School			\$478,000	\$478,000	\$478,000
New School				\$1,436,000	\$1,436,000
All Other	\$32,200,375	\$32,200,375	\$32,200,375	\$32,200,375	\$32,200,375
Misc. Inc					
TOTAL	\$35,721,515	\$34,741,493	\$35,697,493	\$36,930,555	\$36,868,713

BOND ISSUES

DATE	PROJECT	AMMOUNT
Fall 1994	Agassiz School	\$12,100,000
	Water	\$3,000,000
	City Hall	\$300,000
	Golf Course	\$250,000
	806 Mass Ave.	\$3,850,000
	Sewer	\$500,000
	TOTAL	\$20,000,000
July 1995	Hospital	\$10,000,000
	Water	\$3,300,000
	Emergency Comm	\$3,300,000
	Buliding Renovations	\$2,700,000
	TOTAL	\$19,300,000
July 1996	Hospital	\$10,000,000
	Water	\$10,000,000
	Open Space	\$7,000,000
	Morse School	\$4,000,000
	Fitzgerald School	\$4,000,000
	TOTAL	\$35,000,000
July 1997	Water	\$10,000,000
	Streets and Sidwalks	\$4,000,000
	New School	\$12,000,000
	TOTAL	\$26,000,000

PROJECTED LEVY LIMIT

YEAR	REASON	FORMULA	AMOUNT
FY95	Levy Limit		\$144,899,036
FY96	Levy Limit	$\$144,899,036 * 102.5\%$	\$148,521,512
	New Construction	$\$35,000,000 * 3.486\%$	\$1,220,100
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
			=====
	TOTAL		\$149,883,312
FY97	Levy Limit	$\$149,883,312 * 102.5\%$	\$153,630,395
	New Construction	$\$35,000,000 * 3.6\%$	\$1,260,000
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
			=====
	TOTAL		\$155,032,095
FY98	Levy Limit	$\$155,032,095 * 102.5\%$	\$158,907,897
	New Construction	$\$35,000,000 * 3.6\%$	\$1,260,000
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
			=====
	TOTAL		\$160,309,597
FY99	Levy Limit	$\$160,309,597 * 102.5\%$	\$164,317,337
	New Construction	$\$35,000,000 * 3.6\%$	\$1,260,000
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
			=====
	TOTAL		\$165,719,037

SECTION II

SCENARIO 2
EXPENDITURE PROJECTIONS
FY95 - FY99

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
CITY PROGRAMS:					
City Operating Programs	\$82,260,085	\$82,624,896	\$84,917,589	\$87,275,342	\$89,700,033
Contrib Pensions	\$10,737,390	\$11,811,129	\$12,992,242	\$14,291,466	\$15,720,613
Non-Contrib Pensions	\$1,995,000	\$1,995,000	\$1,995,000	\$1,995,000	\$1,995,000
Health Insurance	\$9,310,235	\$9,868,849	\$10,460,980	\$11,088,639	\$11,753,957
City Debt Service	\$6,387,470	\$6,490,087	\$6,691,852	\$6,257,996	\$6,212,422
Overlay	\$4,250,000	\$4,250,000	\$4,250,000	\$4,250,000	\$4,250,000
Prior Year Overlay	\$1,452,760	\$1,452,760	\$0	\$0	\$0
SUBTOTAL: CITY BUDGET	\$116,392,940	\$118,492,721	\$121,307,663	\$125,158,443	\$129,632,025
CHERRY SHEET:					
Offset	\$877,417	\$877,417	\$877,417	\$877,417	\$877,417
State Charges	\$7,308,018	\$7,308,018	\$7,308,018	\$7,308,018	\$7,308,018
MWRA	\$13,124,880	\$15,093,612	\$17,357,654	\$19,961,302	\$22,955,497
SUBTOTAL:	\$21,310,315	\$23,279,047	\$25,543,089	\$28,146,737	\$31,140,932
SCHOOL DEPT:					
School Operating	\$68,681,020	\$70,347,761	\$73,011,003	\$75,751,199	\$78,570,597
School Debt	\$3,434,432	\$5,162,957	\$6,238,839	\$7,426,922	\$5,920,904
School Contrib Pensions	\$2,115,625	\$2,327,188	\$2,559,906	\$2,815,897	\$3,097,487
School Health	\$6,905,465	\$7,319,793	\$7,758,980	\$8,224,519	\$8,717,990
School Stabilization	\$1,347,723				
SUBTOTAL:	\$82,484,265	\$85,157,698	\$89,568,729	\$94,218,537	\$96,306,978
HOSPITAL DEPT:					
Hospital Operating	\$62,245,103	\$62,703,691	\$64,350,922	\$66,042,892	\$67,780,850
Hospital Health	\$5,344,775	\$5,665,462	\$6,005,389	\$6,365,713	\$6,747,655
Hospital Contrib Pensions	\$2,117,500	\$2,329,250	\$2,562,175	\$2,818,393	\$3,100,232
Hospital Debt	\$2,000,052	\$2,129,878	\$2,973,453	\$3,419,078	\$3,287,303
SUBTOTAL:	\$71,707,430	\$72,828,281	\$75,891,939	\$78,646,075	\$80,916,040
NEVILLE MANOR:					
Nevelle Operating	\$8,495,365	\$8,544,105	\$8,775,571	\$9,013,483	\$9,258,026
Nevelle Health	\$969,875	\$1,028,068	\$1,089,752	\$1,155,137	\$1,224,445
Nevelle Contrib Pensions	\$464,000	\$510,400	\$561,440	\$617,584	\$679,342
Nevelle Dept	\$208,200	\$201,600	\$194,700	\$187,500	\$180,300
SUBTOTAL:	\$10,137,440	\$10,284,173	\$10,621,463	\$10,973,704	\$11,342,113
WATER DEPT:					
Water Operating	\$4,545,561	\$4,575,640	\$4,697,569	\$4,822,849	\$4,951,574
Water Health	\$475,365	\$503,887	\$534,120	\$566,167	\$600,137
Water Contrib Pensions	\$472,440	\$519,684	\$571,652	\$628,818	\$691,699
Water Debt	\$2,512,489	\$2,842,085	\$3,387,736	\$3,992,739	\$4,561,841
SUBTOTAL:	\$8,005,855	\$8,441,296	\$9,191,078	\$10,010,573	\$10,805,252
CAPITAL:					
Capital	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
=====					
GRAND TOTAL	\$311,788,245	\$320,233,215	\$333,873,960	\$348,904,069	\$361,893,340
=====					

SCENARIO 2
REVENUE PROJECTIONS
FY95- FY99

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
CITY PROGRAMS:					
Real/Personal Taxes	\$133,354,089	\$136,257,954	\$142,124,192	\$148,877,182	\$154,281,156
Motor Vehicle Excise	\$2,504,611	\$2,604,795	\$2,708,987	\$2,817,347	\$2,930,041
Hotel/Motel	\$2,385,000	\$2,480,400	\$2,579,616	\$2,682,801	\$2,790,113
Interest on Taxes	\$438,000	\$459,900	\$482,895	\$507,040	\$532,392
Sewer Charges	\$15,338,215	\$17,486,825	\$19,756,831	\$22,347,954	\$25,404,627
Fees	\$294,700	\$294,700	\$294,700	\$294,700	\$294,700
Rentals	\$20,050	\$20,050	\$20,050	\$20,050	\$20,050
School Revenue	\$70,000	\$70,000	\$70,000	\$70,000	\$70,000
Recreation Revenue	\$731,250	\$731,250	\$731,250	\$731,250	\$731,250
Other Departmental	\$1,980,585	\$1,980,585	\$1,980,585	\$1,980,585	\$1,980,585
License/Permits	\$3,381,660	\$3,381,660	\$3,381,660	\$3,381,660	\$3,381,660
Fines & Forfeits	\$392,160	\$392,160	\$392,160	\$392,160	\$392,160
Investment Income	\$825,000	\$925,000	\$1,025,000	\$1,125,000	\$1,225,000
Parking Fund	\$11,200,960	\$11,200,960	\$11,200,960	\$11,200,960	\$11,200,960
State Aid	\$35,721,515	\$35,385,501	\$36,998,388	\$38,901,476	\$39,523,059
Free Cash	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000	\$3,300,000
In-lieu-of Taxes	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000	\$2,100,000
Solid Waste fees	\$90,000	\$90,000	\$90,000	\$90,000	\$90,000
Health Trust	\$1,800,000	\$1,908,000	\$2,022,480	\$2,143,829	\$2,272,459
Corporate Excise	\$598,000	\$898,000	\$898,000	\$898,000	\$898,000
Other Available	\$2,020,425	\$2,020,425	\$2,020,425	\$2,020,425	\$2,020,425
Hospital Admin Charge	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000	\$1,300,000
Library	\$78,300	\$78,300	\$78,300	\$78,300	\$78,300
Cemetery	\$263,000	\$263,000	\$263,000	\$263,000	\$263,000
School Stabilization	\$0	\$1,300,000	\$600,000	\$0	\$0
SUBTOTAL:	\$220,187,520	\$226,929,465	\$236,419,480	\$247,523,717	\$257,079,936
HOSPITAL DEPT:					
Health Claims Trust	\$506,390	\$536,773	\$568,980	\$603,119	\$639,306
State Grants/Receipts	\$62,443,380	\$63,533,848	\$66,565,299	\$69,285,296	\$71,519,074
Taxes	\$8,757,660	\$8,757,660	\$8,757,660	\$8,757,660	\$8,757,660
SUBTOTAL:	\$71,707,430	\$72,828,281	\$75,891,939	\$78,646,075	\$80,916,040
NEVILLE MANOR:					
Health Claims Trust	\$100,000	\$106,000	\$112,360	\$119,102	\$126,248
Receipts	\$9,203,440	\$8,278,173	\$8,609,103	\$8,954,602	\$9,315,865
Taxes	\$834,000	\$1,900,000	\$1,900,000	\$1,900,000	\$1,900,000
SUBTOTAL:	\$10,137,440	\$10,284,173	\$10,621,463	\$10,973,704	\$11,342,113
WATER DEPT:					
Receipts	\$8,005,855	\$8,441,296	\$9,191,078	\$10,010,573	\$10,805,252
CAPITAL:					
Taxes	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000	\$1,500,000
Free Cash	\$250,000	\$250,000	\$250,000	\$250,000	\$250,000
SUBTOTAL:	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000	\$1,750,000
GRAND TOTAL	\$311,788,245	\$320,233,215	\$333,873,960	\$348,904,069	\$361,893,340
TOTAL TAXES	\$144,445,749	\$148,415,614	\$154,281,852	\$161,034,842	\$166,438,816
PROJECTED LEVY LIMIT	\$144,899,036	\$149,883,312	\$155,032,095	\$160,309,597	\$165,719,037
EXCESS CAPACITY/(GAP)	\$453,287	\$1,467,698	\$750,243	(\$725,245)	(\$719,779)

Summary Assumptions Scenario 2

Expenditures:

1: Salaries & Wages based on:

<u>Year</u>	<u>Date</u>	<u>Increase</u>
FY95	7/1/94	0%
FY96	7/1/95	0%
FY97	7/1/96	3%
FY98	7/1/97	3%
FY99	7/1/98	3%

2: Other Ordinary Expenses increase by 2% annually

3: Travel and Training increase by 2% annually

4: Extraordinary Expenses increase by 2% annually

5: Debt reflects issued debt and impending debt.

Impending debt schedule on page 23

6: Health Insurance costs increase by 6% annually

7: Contributory Pension costs increase by 10% annually

8: MWRA costs increase by 15% annually

9: School Operating for FY96 reflects contract rollover increase of 1.25% in Salaries plus

\$700,000.00 per year in Step Raises

Revenues:

1: Motor Vehicle Excise and Hotel tax increases by 4% annually

2: Investment income increases by \$100,000.00 annually

3: Interest on Taxes increases by 5% annually

4: Health Trust increases by 6% annually

5: Water revenues increase to fully fund costs

6: Hospital revenues are increased to maintain constant property tax funding

7: Neville revenues reflect \$1.9 million annually beginning in FY96

8: Hospital and Neville Health Trust Claims Increase by 6% annually

9: State Aid increases by 2% annually plus change in schools

10: Tax Levy Limit grows according to table on page 24

EXPENDITURE WORKSHEET ASSUMPTIONS

	FY96	FY97	FY98	FY99
CITY PROGRAMS:				
City Operating Programs	See Operating Break Down Worksheet			
Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Non-Contrib Pensions	0.00%	0.00%	0.00%	0.00%
Health Insurance	6.00%	6.00%	6.00%	6.00%
City Debt Service	0.00%	0.00%	0.00%	0.00%
Overlay	0.00%	0.00%	0.00%	0.00%
Prior Year Overlay	0.00%	0.00%	0.00%	0.00%
CHERRY SHEET:				
Prior Year Overlay	0.00%	0.00%	0.00%	0.00%
State Charges	0.00%	0.00%	0.00%	0.00%
MWRA	15.00%	15.00%	15.00%	15.00%
SCHOOL DEPT:				
School Operating	See Operating Break Down Worksheet			
School Debt	0.00%	0.00%	0.00%	0.00%
School Contrib Pensions	10.00%	10.00%	10.00%	10.00%
School Health	6.00%	6.00%	6.00%	6.00%
HOSPITAL DEPT:				
Hospital Operating	See Operating Break Down Worksheet			
Hospital Health	6.00%	6.00%	6.00%	6.00%
Hospital Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Hospital Debt	0.00%	0.00%	0.00%	0.00%
NEVILLE MANOR:				
Nevelle Operating	See Operating Break Down Worksheet			
Neville Health	6.00%	6.00%	6.00%	6.00%
Neville Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Neville Dept	0.00%	0.00%	0.00%	0.00%
WATER DEPT:				
Water Operating	See Operating Break Down Worksheet			
Water Health	6.00%	6.00%	6.00%	6.00%
Water Contrib Pensions	10.00%	10.00%	10.00%	10.00%
Water Debt	0.00%	0.00%	0.00%	0.00%
CAPITAL				
Capital	0.00%	0.00%	0.00%	0.00%

REVENUE WORKSHEET ASSUMPTIONS

CITY PROGRAMS:

FY96 FY97 FY98 FY99

Real/Personal Taxes				
Motor Vehicle Excise	4.00%	4.00%	4.00%	4.00%
Hotel/Motel	4.00%	4.00%	4.00%	4.00%
Interest on Taxes	5.00%	5.00%	5.00%	5.00%
Sewer Charges	Increased to Fully Fund Costs			
Fees				
Rentals				
School Revenue				
Recreation Revenue				
Other Departmental				
License/Permits				
Fines & Forfeits				
Investment Income				
Parking Fund				
State Aid				
Free Cash				
In-lieu-of Taxes				
Solid Waste fees				
Health Trust	6.00%	6.00%	6.00%	6.00%
Corporate Excise				
Other Available				
Hospital Admin Charge				
Library				
Cemetery				

HOSPITAL DEPT:

Health Claims Trust	6.00%	6.00%	6.00%	6.00%
State Grants/Receipts	Increased to Maintain Subsidy at Current Level			
Taxes				

NEVILLE MANOR:

Health Claims Trust	6.00%	6.00%	6.00%	6.00%
Receipts	Increased to Maintain Subsidy at Current Level			
Taxes				

WATER DEPT:

Receipts	Increased to Fully Fund Costs			
----------	-------------------------------	--	--	--

CAPTITAL:

Taxes				
Free Cash				

OPERATING BREAK DOWN

	FY95 Budget	FY 96 Projected	FY 97 Projected	FY 98 Projected	FY 99 Projected
CITY PROGRAMS:					
Salary and Wages	\$64,019,550	\$64,019,550	\$65,940,137	\$67,918,341	\$69,955,891
Other Ordinary Maintnence	\$16,700,065	\$17,034,066	\$17,374,748	\$17,722,243	\$18,076,687
Travel and Training	\$899,265	\$917,250	\$935,595	\$954,307	\$973,393
Extra Ordinary Expenditures	\$641,205	\$654,029	\$667,110	\$680,452	\$694,061
SUBTOTAL:	\$82,260,085	\$82,624,896	\$84,917,589	\$87,275,342	\$89,700,033
SCHOOL PROGRAMS:					
Salary and Wages	\$54,250,540	\$55,628,672	\$57,997,532	\$60,437,458	\$62,950,582
Other Ordinary Maintnence	\$13,711,030	\$13,985,251	\$14,264,956	\$14,550,255	\$14,841,260
Travel and Training	\$367,050	\$374,391	\$381,879	\$389,516	\$397,307
Extra Ordinary Expenditures	\$352,400	\$359,448	\$366,637	\$373,970	\$381,449
SUBTOTAL:	\$68,681,020	\$70,347,761	\$73,011,003	\$75,751,199	\$78,570,597
HOSPITAL PROGRAMS:					
Salary and Wages	\$39,315,693	\$39,315,693	\$40,495,164	\$41,710,019	\$42,961,319
Other Ordinary Maintnence	\$22,592,610	\$23,044,462	\$23,505,351	\$23,975,458	\$24,454,968
Travel and Training	\$336,800	\$343,536	\$350,407	\$357,415	\$364,563
Extra Ordinary Expenditures	\$0	\$0	\$0	\$0	\$0
SUBTOTAL:	\$62,245,103	\$62,703,691	\$64,350,922	\$66,042,892	\$67,780,850
NEVILLE MANOR PROGRAMS:					
Salary and Wages	\$6,058,355	\$6,058,355	\$6,240,106	\$6,427,309	\$6,620,128
Other Ordinary Maintnence	\$2,252,080	\$2,297,122	\$2,343,064	\$2,389,925	\$2,437,724
Travel and Training	\$184,930	\$188,629	\$192,401	\$196,249	\$200,174
Extra Ordinary Expenditures	\$0	\$0	\$0	\$0	\$0
SUBTOTAL:	\$8,495,365	\$8,544,105	\$8,775,571	\$9,013,483	\$9,258,026
WATER PROGRAMS:					
Salary and Wages	\$3,041,620	\$3,041,620	\$3,132,869	\$3,226,855	\$3,323,660
Other Ordinary Maintnence	\$1,436,730	\$1,465,465	\$1,494,774	\$1,524,669	\$1,555,163
Travel and Training	\$20,700	\$21,114	\$21,536	\$21,967	\$22,406
Extra Ordinary Expenditures	\$46,511	\$47,441	\$48,390	\$49,358	\$50,345
SUBTOTAL:	\$4,545,561	\$4,575,640	\$4,697,569	\$4,822,849	\$4,951,574

**ANNUAL OPERATING
SEWER REVENUE PROJECTIONS**

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
Operating 3%	\$1,219,535	\$1,256,121	\$1,293,805	\$1,332,619	\$1,372,597
MWRA 15%	\$13,124,880	\$15,093,612	\$17,357,654	\$19,961,302	\$22,955,497
Debt	\$993,800	\$1,137,092	\$1,105,373	\$1,054,033	\$1,076,532
TOTAL	\$15,338,215	\$17,486,825	\$19,756,831	\$22,347,954	\$25,404,627

ANNUAL OPERATING
SEWER REVENUE PROJECTIONS

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
Operating 3%	\$1,219,535	\$1,256,121	\$1,293,805	\$1,332,619	\$1,372,597
MWRA 15%	\$13,124,880	\$15,093,612	\$17,357,654	\$19,961,302	\$22,955,497
Debt	\$993,800	\$1,137,092	\$1,105,373	\$1,054,033	\$1,076,532
TOTAL	\$15,338,215	\$17,486,825	\$19,756,831	\$22,347,954	\$25,404,627

STATE AID

	FY95 Budget	FY96 Projected	FY97 Projected	FY98 Projected	FY99 Projected
SBAB	\$3,521,140	\$2,541,118	\$2,541,118	\$2,338,180	\$2,276,338
Morse School			\$478,000	\$478,000	\$478,000
Fitzgerald School			\$478,000	\$478,000	\$478,000
New School				\$1,436,000	\$1,436,000
All Other	\$32,200,375	\$32,844,383	\$33,501,270	\$34,171,296	\$34,854,721
Misc. Inc					
TOTAL	\$35,721,515	\$35,385,501	\$36,998,388	\$38,901,476	\$39,523,059

BOND ISSUES

DATE	PROJECT	AMOUNT
Fall 1994	Agassiz School	\$12,100,000
	Water	\$3,000,000
	City Hall	\$300,000
	Golf Course	\$250,000
	806 Mass Ave.	\$3,850,000
	Sewer	\$500,000
		=====
	TOTAL	\$20,000,000
July 1995	Hospital	\$10,000,000
	Water	\$3,300,000
	Emergency Comm	\$3,300,000
	Buliding Renovations	\$2,700,000
		=====
	TOTAL	\$19,300,000
July 1996	Hospital	\$10,000,000
	Water	\$10,000,000
	Open Space	\$7,000,000
	Morse School	\$4,000,000
	Fitzgerald School	\$4,000,000
		=====
	TOTAL	\$35,000,000
July 1997	Water	\$10,000,000
	Streets and Sidwalks	\$4,000,000
	New School	\$12,000,000
		=====
	TOTAL	\$26,000,000

PROJECTED LEVY LIMIT

YEAR	REASON	FORMULA	AMOUNT
FY95	Levy Limit		\$144,899,036
FY96	Levy Limit	$\$144,899,036 * 102.5\%$	\$148,521,512
	New Construction	$\$35,000,000 * 3.486\%$	\$1,220,100
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
		TOTAL	\$149,883,312
FY97	Levy Limit	$\$149,883,312 * 102.5\%$	\$153,630,395
	New Construction	$\$35,000,000 * 3.6\%$	\$1,260,000
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
		TOTAL	\$155,032,095
FY98	Levy Limit	$\$155,032,095 * 102.5\%$	\$158,907,897
	New Construction	$\$35,000,000 * 3.6\%$	\$1,260,000
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
		TOTAL	\$160,309,597
FY99	Levy Limit	$\$160,309,597 * 102.5\%$	\$164,317,337
	New Construction	$\$35,000,000 * 3.6\%$	\$1,260,000
	New Residence	$\$10,000,000 * 1.417\%$	\$141,700
		TOTAL	\$165,719,037

B-468

Committee Report #3

A communication was received from F. Margaret Drury, City Clerk transmitting a report from Councillor Francis H. Duehay Chair of the Housing and Community Development Committee concerning the Cambridge Planning Board on the City's Growth Policy contained in Volume entitled Toward a Sustainable Future.

In City Council October 31,
1994

Report accepted
Recommendations
adopted
Referred to the City
Manager on motion
of Councillor Duehay.
11/1/94 Copy sent to
City mgr (d)