

CITY COUNCIL PRIORITIES

- City Manager's Key Implementation Goals (FY01)

- (1) *Maintain socio-economic diversity in the City of Cambridge. (Of particular concern is maintaining housing opportunities for middle and moderate income families, as well as low income families in the City.) A very high priority strategy to this end is the Affordable Housing Trust Fund.***

City Manager's Key Implementation Goals:

- Through the CITYHOME program, continue City efforts to increase the supply of affordable housing, both rental and homeownership, by funding non-profit acquisition of multifamily housing, rehabilitation of private multifamily properties, and new housing development projects. Increase homeownership opportunities for low and moderate income Cambridge residents through existing programs: buyer education and counseling, affordable financing, the Home Buyer Initiative, and homeownership development projects. Preserve the affordability of expiring use buildings. Develop implementation plan/coordinate \$10 million Harvard Loan Program. Develop new programmatic initiatives to meet the need for affordable housing, including a pilot program for middle income residents.
- Through the Multi Service Center, continue to provide case management, housing search assistance and stabilization services to families, individuals, adults and senior citizens seeking shelter and housing.
- Insure maximum participation of Cambridge residents in the Federal Census 2000 with particular attention to traditionally underrepresented communities. Carry out this work through the Complete Count Committee of Cambridge Counts.
- Cultivate a supportive environment for entrepreneurship by cultivating small businesses. Provide technical assistance, assistance obtaining capital, and educational programs to small businesses. Promote the vitality and help preserve the uniqueness of Central Square by working with property owners and brokers to attract desired retailers.

- (2) *Establish and move forward on a capital plan for new and existing municipal buildings. (A new Police Station and Library are the highest priority capital items, equal to the Affordable Housing Trust Fund. Rehab of existing public buildings is also a high priority item and the West Cambridge Youth Center was also noted as a need.)***

City Manager's Key Implementation Goals:

- Continue an aggressive capital improvement program mixing pay-as-you-go projects, funded with current revenues, with debt financed projects.
- Select and acquire, if necessary, a site for a Main Library.

- Work towards the acquisition of real estate for a new Police Station and the relocation of the DPW/Water Department storage yards. Work with the National Guard to acquire portions of the Armory site for a new West Cambridge Youth Center.
 - Complete construction of the Water Treatment Plant, Fitzgerald School, Gately Youth Center, and North Cambridge Branch Library. Commence renovations to the War Memorial Facility.
 - Implement Cambridge Street design improvements, complete design or construction of additional facades through the façade improvement program, and participate in the efforts of the Cambridge Street Business Association to promote the success of the commercial district.
- (3) ***Establish a plan for the acquisition of and ongoing maintenance of open space in the City of Cambridge. (The Com Energy site was specifically identified as a possible acquisition for the City, though less of a priority than the other capital items.)***

City Manager's Key Implementation Goals:

- Continue investment in open space acquisition, drawing upon the recommendations of the Green Ribbon Committee. Develop a design plan for the new Area 4 open spaces.
 - Implement Fresh Pond Reservation Master Plan which sets the framework for preservation of water quality, recreational open spaces, natural green spaces and wildlife habitat.
 - Develop track facility at Danehy Park, and complete renovations to Russell Field. Work with the MDC to complete renovations to Magazine Beach.
 - Fully implement a landscape beautification plan for 88 parks and traffic islands in the City. Continue to re-forest the City of Cambridge Urban Forest by planting an additional 300 trees.
- (4) ***Maintain and develop services that support and nurture families and children. Services include schools, childcare and other human services that serve all economic groups.***

City Manager's Key Implementation Goals:

- Through a collaboration of the Department of Human Services (DHSP), the School Department, Cambridge Health Alliance, Public Library, Police Department and community partners, implement strategies to achieve the two goals adopted by the Kids' Council for the Agenda for Children: *Children and their parents need to be able to read. Children and youth need access to supervised activities in nurturing and safe environments.*
- In collaboration with the School Department, implement and evaluate the pilot Harrington Extended Day program that supports the School's academic program and meets the needs of families for stimulating and enriching care.
- Continue implementation of the strategic plan for the City's five youth centers to provide enriched opportunities during out of school time for teens and pre-teens.

- Provide an array of summer and after school opportunities to meet the physical, social, and emotional needs of children through Community School, Recreation and Child Care programs.
 - Through the Lead-Safe Cambridge program, continue 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. Lead-Safe Cambridge has recently secured an additional \$2.8 million from HUD for de-leading programs through December 2001.
 - Continue to provide a high level of support to the Cambridge Public Schools to ensure a quality educational system.
- (5) ***Establish appropriate and politically supported zoning/land use plan and regular review cycles. Explore and adopt strategies for appropriate growth and development in the City of Cambridge.***

City Manager's Key Implementation Goals:

- Provide technical support and assistance to City Council, Planning Board, residents and business community in review of the recommendations of the Citywide Growth Management Advisory Committee, resulting in adoption by City Council of appropriate changes to the Zoning Ordinance to control growth and encourage housing.
 - Continue to review transportation impacts and develop mitigation strategies for proposed large developments, as appropriate.
 - Administer Cambridge's historic and neighborhood districts, landmarks and protected buildings through public hearings and staff review. Review demolition permit applications to preserve 50+ year old buildings important to Cambridge's social and architectural history. Protect significant buildings through landmark designations and easement donations.
- (6) ***Maintain traffic policies and programs that calm traffic, safeguard pedestrians, encourage bicycle and other non-single occupancy vehicular use, and explore the feasibility of alternative transportation like jitney and water transportation options.***

City Manager's Key Implementation Goals:

- Reduce congestion and air pollution through planning for improved transit and shuttle service, review and monitoring of PTDM (parking and transportation demand management) plans and other traffic mitigation strategies for development projects, promotion of alternative fuel vehicles, implementation of trip reduction measures aimed at city employees, and citizen outreach and education efforts.
- Plan and implement infrastructure improvements to enhance safety, encourage walking and bicycling, direct traffic away from residential streets, and improve the urban landscape. Improvements include design and evaluation of traffic calming projects, installation of bike

lanes and racks, monthly crosswalk improvements, and major roadways projects such as North Point Infrastructure and Cambridgeport Roadways.

- Install school zone flashers at the elementary schools. Analyze all school crossing intersections for pedestrian and vehicle volumes and indicators of crossing safety.
- 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, and crosswalk safety.

(7) *Maintain public safety. (Of particular concern are domestic violence, youth violence and drugs.)*

- Continue development and implementation of an overall strategy of community policing.
- Improve communication with the community in order to become more effective allies in the campaign against drug abuse. Through regular monthly contact with community leaders and neighborhood residents, exchange information regarding current problems related to drug usage and the methods used to insure neighborhood integrity against drug dealers.
- Continue the integrated response system to domestic violence. Work with a coalition of other City departments and non-profit agencies to implement a community grassroots domestic violence prevention and education effort. Continue to conduct specialized training regarding same sex domestic violence and elderly abuse.
- Impact the number of reported crimes by implementing various strategies to increase the clearance rate of Part One offenses through arrest and prosecution of offenders. Identify a number of “cold cases” of homicides, rapes, and assaults with intent to murder and dedicate personnel to these investigations.
- In collaboration with the Cambridge Health Alliance and various community partners, continue policy discussions and develop implementation strategies regarding the recently issued report: *Multidisciplinary Working Group: Addressing Issues of Homelessness, Public Intoxication, and Nuisance Behaviors*.
- Through the Prevention Coalition, implement a comprehensive youth substance abuse prevention program in the middle grades of the Cambridge Public Schools.
- Through a collaboration of the Prevention Coalition, the License Commission and the Cambridge License Advisory Board, develop and implement a program to decrease youth access to alcohol through trainings for alcohol servers and sellers. In a pro-active effort to reduce underage drinking in Cambridge while diminishing any violation of local rules and regulations, inspect 100% of the 36 operational packaged goods stores.

(8) Manage the City to maintain high quality services and stability using fiscally sound principles and reserving a generous free cash pool.

City Manager's Key Implementation Goals:

- 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.
- Maintain City's AAA municipal credit ratings. Cambridge is one of six cities in the nation that has achieved AAA ratings from three independent financial rating agencies. The high credit rating allows the City to finance capital projects with low interest rates, ultimately saving the City millions of dollars.
- Increase the efficiency and functionality of the financial system through the installation of new software and hardware; complete installation of Purchasing, Accounts Payable, General Ledger, and Budget modules. Select Real Estate and Utilities receivable system. Continue implementation and installation of management software to assist departments in customer service, inventory/asset management, work order and permit and license tracking.
- Foster a strong property tax base; support and enhance a healthy business climate.

(9) Support training and other workforce development strategies that match citizens with the employment opportunities in Cambridge.

City Manager's Key Implementation Goals:

- Through the Cambridge Employment Program, continue to provide job search assistance and employment and training referrals to Cambridge residents and provide residents with formal and informal opportunities to meet with Cambridge employers to enhance residents' employability.
- As lead local official for the twenty cities and towns in the Metro North Region, provide leadership in the implementation of the new federal Workforce Investment Act so as to complement and enhance the workforce development strategies in the City of Cambridge.
- Enhance the basic education and work readiness skills of residents through continuation of Work Place Literacy programs with Cambridge employers, through expansion of the collaboration with Bunker Hill Community College, and through continuation of the Bridge Program to assist residents in transitioning to post secondary education opportunities.

(10) Support city employees to be culturally competent, appropriately skilled and successful.

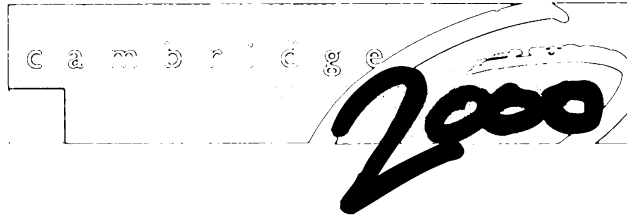
City Manager's Key Implementation Goals:

- Continue to build a City workforce which is representative of the diversity within the City of Cambridge. Take affirmative steps to increase the number of people of color and women in those EEO categories where underutilization exists.
- Maintain consistent employment processes to ensure open, accessible and responsive applicant intake systems using a variety of outreach methods focused on local recruiting.
- 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 that 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 the 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.

(11) Support services for the elderly with particular emphasis on stable housing.

City Manager's Key Implementation Goals:

- Continue to work with the Cambridge Health Alliance and Neville Communities Inc. to facilitate development of the affordable assisted living facility and a new skilled nursing facility to meet the needs of Cambridge elders.
- Provide enhanced case management and housing stabilization services to Cambridge elders to assist them in continuing to live independently and/or to assist them in accessing appropriate long term care resources.
- Continue to monitor and keep residents informed of the availability of resources to assist senior citizens with the cost of prescription drugs.
- Continue to expand utilization of food pantry services through outreach to seniors of various ethnic and cultural backgrounds and implement a pilot program for home delivery of food pantry items to disabled and frail elders in collaboration with Somerville Cambridge Elder Services' home delivered meal program.
- Sponsor consumer education events and activities to empower Cambridge consumers to be smart consumers and problem solvers through learned self-help strategies and information about their consumer rights. Where possible, structure educational activities to target the elderly and other vulnerable consumers.



5.

CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

February 14, 2000

~~February 7, 2000~~

To The Honorable, The City Council:

I am pleased to submit to you the City Administration's key implementation goals for fiscal year 2001. Submission at this time is in accordance with the employment contract between the City Council and the City Manager.

The format is as requested last year, which lists key goals for each City Council priority. It is important to note that it is not a comprehensive list of administration goals. The Annual Budget, which will be submitted to the City Council in the Spring, contains a comprehensive list of each department's goals and performance measures.

I welcome any comments you may have.

Very truly yours,

Robert W. Healy
City Manager

Attachment



2000 Things 2 Do in 2000

Consent Agenda #5

**Relative to the City Administration's
key implementation goals for fiscal
year 2001.**

In City Council February 14, 2000

*Referred to the Round
Table of 2/28/2000*

City of Cambridge
HEARING SCHEDULE
CITY COUNCIL MEETING OF FEBRUARY 28, 2000

Monday, February 28, 2000	5:30 P.M.	Roundtable Meeting to discuss City Council priorities and the City Manager's key implementation goals. (Sullivan Chamber)
Monday, March 6, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber)
Monday, March 13, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber) MEETING CANCELLED
Monday, March 20, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber)
Monday, March 27, 2000	5:30 P.M.	Roundtable Meeting (Sullivan Chamber)
Monday, April 3, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber)
Monday, April 10, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber)
Monday, April 24, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber)
Monday, May 1, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber)
Monday, May 8, 2000	5:30 P.M.	Regular City Council Meeting (Sullivan Chamber)

City of Cambridge does not discriminate on the basis of disability. The City Council will provide auxiliary aids and services, written materials in alternative formats, and reasonable modifications in policies and procedures to person with disabilities upon request. Contact the Office of the City Clerk 349-4260, tty/TDD 349-4242.



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Very truly yours,

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Robert W. Healy
City Manager

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2000 Things 2 Do in 2000

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Roundtable Meeting to discuss
City Council priorities and the
City Manager's Key implementation
goals.

February 28, 2000

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