



CITY OF CAMBRIDGE • EXECUTIVE DEPARTMENT

Robert W. Healy, City Manager

Richard C. Rossi, Deputy City Manager

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To The Honorable, The City Council:

In advance of the City Council's Roundtable scheduled for March 4, 2002, regarding a review of the City Council's goals established in its last goal setting process, I am providing an update of the status of the City Manager's Key Implementation Goals of the City Council Goals. However, I will begin the document with a few words of caution regarding the fiscal future over the next two years. Further implementation of these City Council goals must be viewed in the light of the fiscal uncertainty.

Clearly, the level of State Aid to the City is a serious concern. The House Chair of Ways and Means has formally advised his colleagues and local officials to anticipate as much as a 10% reduction in this revenue source. This would represent approximately a \$4.45 million dollar loss in the amount used to support this year's operating budget. Hotel/Motel tax revenue and interest on investment earnings are approximately \$1 million dollars lower than this year's estimate. Additionally, an 18% office space vacancy rate and declining rents present an issue with total assessed value and claims for abatements.

Due to the sound fiscal policies followed by the City Council, the City will withstand this economic downturn, as we have done in the past. However, these circumstances make it difficult to embark on major new policy initiatives, unless there is an equivalent reduction in existing areas.

With that as a preamble, attached is a status report with some look to the future.

Very truly yours,

Robert W. Healy
City Manager

RWH/mec
Attachment

City Council Goals:

1. Provide high quality ongoing services to residents.

Policy guidelines include:

- *Support appropriate programming and services; monitor current levels for feedback on their appropriateness and quality*
- *Continue building, renovation, and maintenance through capital planning*
- *Maintain fiscal responsibility to fund programs and facilities for those services*

City Manager's Key Implementation Goals:

- **Continue an aggressive capital improvement program mixing pay-as-you-go projects, funded through current revenues, with debt financed projects. Develop a multiyear debt placement strategy for the City's extensive capital improvement budget. Maintain City's AAA municipal credit ratings, and conduct necessary bond sales required to fund approved projects.**
- ♦ The three major rating agencies reaffirmed the City's AAA credit rating in December, 2001. Concern was expressed that the City maintain adequate reserves, continued excess levy capacity and adequate reserve for abatement funding. The \$32.5 million dollars in debt that was issued, prompting the rating review, sold at a rate of 3.91% for the ongoing implementation of the City's Capital Plan. The fiscal responsibility necessary to fund these high quality ongoing services to residents may require some slowing of the schedule of the Capital Plan during these financial times.
- ♦ Over the past year the City Manager developed and the City Council approved a \$55,731,000 capital improvement budget. The Capital Budget was financed through a financial sound mix of property taxes (\$8,514,000), Bond Proceeds (\$37,565,000), surplus revenue (\$4,750,000), Water and Sewer Charges (\$1,888,000) and other funds (\$3,014,000).
- **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.**
- ♦ The General Fund of the City finished FY2001 with a Free Cash balance of \$24,995,755, which represents approximately 9.2% of that year's budget. For FY2001, the excess levy capacity of the City was \$23,728,446 and is projected to be \$29,000,000 for FY2002. The City's excess levy capacity is estimated to represent approximately 10% of the total municipal excess levy capacity available statewide.
- **Develop design for Main Library restoration and expansion. Substantially complete construction for City Hall Annex at 57 Inman Street. Design and construct environmentally responsible/"Green" public buildings, utilizing LEED Green Building Rating System.**
- ♦ An architect has been selected and a contract is being negotiated for the design of the Main Library restoration and expansion. Design is complete, interior abatement is completed and demolition is in progress at 57 Inman Street. Construction bids will be advertised in April. This has been designed utilizing LEED Green Building Rating System.

- **Complete the construction of a new running track, artificial surface soccer field and related site improvements at Danehy Park. Initiate major capital improvement projects at Donnelly and Russell Fields. Complete designs for portions of Fresh Pond Reservation (Neville to Luisitania Field), and parcels in Area 4, including the open space to be at 238 Broadway.**
- ♦ The running track and artificial surface field has been completed at Danehy Park. Additional testing is being scheduled for Russell Field. Open space designs have been completed for Neville Manor and Luisitania Field. Construction of the Fletcher/Maynard Academy Playground will be completed later in the spring, 2002. Neighborhood meetings will take place later in calendar year 2002 for design of the Squirrel Brand Park and for Donnelly Field.

City Council Goals:

2. ***Preserve and expand the supply of permanent affordable housing, supporting socioeconomic diversity.***

Policy guidelines include:

- ***Create and preserve housing opportunities for low, moderate and middle income residents***
- ***Provide housing support services for low, moderate, and elderly residents***

City Manager's Key Implementation:

- **Create and preserve affordable rental and home ownership opportunities in Cambridge through non-profit acquisition and development, first-time homebuyer education and financing, affordable housing loan improvement program, and preservation of "expiring use" buildings. Provide financial and technical support to middle-income homebuyers with Harvard University loan funds. Provide technical assistance to private developers creating new units through the Inclusionary Zoning Ordinance. Update and expand the City's Incentive Zoning ("Linkage") ordinance to generate additional housing funds. Continue to advocate for federal and state housing resources, develop new policies and programs to meet Cambridge's needs, and maximize the use of City resources by leveraging additional financing for affordable housing development.**
- ♦ Created 140 rental units and 6 home ownership units; obtained 26 inclusionary zoning units; created 11 units with Harvard Loan Funds; held First-Time Homebuyer classes for approximately 500 people, and provided one-to-one counseling for over 100 people.
- **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 with needs of Cambridge elders.**
- ♦ Neville Communities Inc. has opened the assisted living facility including affordable units.
- **Provide housing search assistance and stabilization for families, individuals and senior citizens.**
- ♦ The Multi-Service Center continues to assist families and individuals, including senior citizens, in obtaining and retaining housing. In the first half of FY02, 43 families have been

placed in housing, while 152 families have been stabilized in their housing through case management, and in some cases financial assistance. Over the same period 147 individuals were placed in temporary housing, 50 were placed in permanent housing and 87 were stabilized in their apartments.

- **Provide enhanced case management and housing stabilization services to elders to assist them in continuing to live independently and/or to assist them in accessing appropriate long term care resources.**
- ◆ Staff from the Multi-Service Center (MSC) and the Council on Aging collaborate to assist elders to continue living independently for as long as possible, and in accessing suitable long term care resources when appropriate. The emphasis with seniors, many of whom have identified disabilities, is primarily on a range of stabilization services, which can range from emergency housecleaning assistance to prevent an eviction to social services to substance abuse counseling. The MSC Elderly/Disabled Housing Specialist holds office hours at the Senior Center weekly, in addition to seeing elders at the MSC.

City Council Goals:

3. *Strengthen and support public education and other learning in Cambridge for the benefit of residents of all ages.*

Policy guidelines include:

- *Provide the resources necessary for high-quality public education in which the public has pride and confidence*
- *Maintain and enhance preschool, afterschool, youth, and adult programs*

City Manager's Key Implementation:

- **Through a collaboration of the Department of Human Services, 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.***
- ◆ Implementation strategies are well underway in literacy and supervised activities. Two staff have been hired to lead the implementation work for each goal and advisory committees are active for each goal area, the Cambridge Community Foundation has contributed \$100,000 that is supporting a comprehensive professional development program for out-of-school time staff in the municipal and not-for-profit sectors and a variety of new early literacy efforts are being implemented.
- **In collaboration with the School Department, implement and evaluate the recently funded 21st Century Community Learning Center grant for extended day at the Fletcher/Maynard Academy and continue development and evaluation of the pilot Harrington Extended Day program.**
- ◆ The Fletcher/Maynard 21st Century Community Learning Center funded after-school program is in full operation. The School Department leads the program and the Community School program is integrated into the operation. An evaluation of the Harrington Extended Day

program is being conducted by faculty and staff of the Harvard Graduate School of Education and will be presented to the Kids' Council later in March.

- **Maintain a full range of adult literacy and English for speakers of other languages courses. Strengthen the access of technology of undereducated adults.**
- ◆ Having survived a threatened 50% cut in state funding, the Community Learning Center (CLC) has been able to maintain a full range of adult literacy and ESOL services for ~1200 adult learners. The technology center at the CLC is now fully wired with fiber optic cable and is offering a full schedule of training classes.
- **Provide an array of summer and after school opportunities to meet the physical, social, and emotional needs of children through Community School, Recreation, Youth, Child Care and Library programs.**
- ◆ The Community Schools, Recreation, Youth and Child Care Programs of the Department of Human Services continue to provide an array of summer and after school opportunities to children and youth. Opportunities for professional development and program enrichment for many of the services have been made available through the work of the Agenda for Children. Particular focus is being given to enhancing the capacity of the Department's programs to better serve the needs of children with special needs in the mainstream programs. A planning grant has been received to assist in this collaborative work with the School Department specifically in the middle school grades of the Fitzgerald School.
- **Work collaboratively with the School Department, community organizations and employers to expand the number of community-based experiences for youth which incorporate a work and academic component.**
- ◆ The Office of Workforce Development (OWD) has met a number of times with the new Executive Director of the Rindge School of Technical Arts (RSTA), Steve Spofford, to discuss how to design internships and other work-based experiences for students enrolled in the industry areas for which RSTA is seeking DOE certification. OWD and RSTA have also discussed how to increase career-related services for all CRLS students through the Youth Employment Center, operated by OWD, and the proposed RSTA Career Center.

In addition, OWD has worked collaboratively with Harvard's Union of clerical and technical workers to design and operate an after school internship for nine CRLS students which incorporates a work experience in a variety of departments at Harvard and a monthly seminar with OWD staff. The students will also participate in a job shadow opportunity in March with other Cambridge-based employers in a career area of interest to them.

Finally, in terms of supporting young people's career development, OWD has been working with the Dean of School 1 at CRLS, to bring a series of speakers into the advising classes to increase students' exposure to a variety of career areas. The office is collaborating with Just A Start's YouthBuild program to recruit guest speakers for a career forum. The participating employers will share their professional expertise with out of school youth enrolled in the program.

City Council Goals:

4. *Improve and simplify public access to city services and provide more and better opportunities for the public to participate in governing*

Policy guidelines include:

- *Continue to improve and coordinate public information functions*
- *Increased utilization of new technology both for easier access to services and information, and for encouragement and support of public input*
- *Support workforce development and training opportunities for city employees (technical, management capacity, and customer service orientation)*

City Manager's Key Implementation:

- **Create and promote an "Office for Constituent Services" located in City Hall, to provide residents with an easily accessible point of contact within City government. This Office will provide information, referral and guidance on City services and programs, and strive to make Cambridge more responsive to needs of residents. This Office will also lead citywide efforts to improve customer service.**
- ♦ At this time, the position funded to staff the Office of Constituent Services has not been filled. To do so would require a transfer from the Reserve Fund where the funds were allocated by the City Council in this year's budget.
- **Redesign and increase the functionality of the City's web page in order to allow for greater interaction with City residents and service recipients. Increase the number of payment options for City Services to include initial web enabled transactions as well as direct debt transactions.**
- ♦ Over the past six months, we've significantly increased the amount of City information posted on the web site. The City's web page continues to be refined and improved either as we add new services, content or improve on the design. Currently, the page is divided into three main sections and two menu bars along top and left side to allow for easier navigation and access to information. To date, we have launched on-line payment capabilities for parking tickets and motor excise tax. In Spring 2002, we expect to roll out on-line payment of water/sewer bills.
- **Increase the number of public access computers through the installation of computers at the O'Neill, Valente, and Central Square Branch Libraries.**
- ♦ Added three new public access computers at the O'Neill Library, increasing the number of users from 1700 to 6,000 (250%). At the Valente Library, one additional online public catalog workstation has been added increasing the usage by 21%, and an additional public access computer will be installed. The Rotary Technology Learning Center at the Central Square Library has been increased; plan to install one additional computer.
- **Maintain consistent employment processes to ensure open, accessible and responsive applicant intake systems using a variety of outreach methods focused on local recruiting.**

- ◆ In conjunction with the City Manager's Sub-Committee on "Hiring, Promoting, Recruiting and Retaining", implemented and provided training to all department heads on standardized procedures for the recruitment and screening for all EEO1 positions (Officials and Administrators) and all EEO2 positions (Professionals) within the City. Monitor compliance with those procedures on an on-going basis.

In conjunction with the Public Information Officer and MIS Department, improved the attractiveness and accessibility of City employment opportunities on the City's web pages. Advertise open positions in the Boston Globe, its' website and in specialized press on a regular basis, grouping positions together to create larger ads, hence greater visibility. Routinely post positions on specialized Web sites to attract qualified candidates in the field of interest. Have committed to maintaining a regular presence on "HotJobs.com" for a six-month trial to assess the outreach impact of this popular web site. Participate in diversity targeted career fairs. Work collaboratively with local job placement and referral agencies such as the Office of Workforce Development, Cambridge Employment Program, Career Source, Lesley University's Threshold Program, Just-A-Start, Mass. Rehabilitation Commission and The Work Place.

- **Continue to build a City workforce, which is representative of the diversity within the City of Cambridge.**
- ◆ Work closely with the City's Affirmative Action Director, the City's Police and Fire Department personnel to maximize local participation in annual civil service examinations for entry-level positions for either the Police or Fire Department. Increased the opportunities for persons with bilingual skills in the Fire Department (Arabic, Chinese and Haitian-Creole). Work closely with the City's Affirmative Action Director to identify and respond to areas of under utilization. Regularly distribute mailings regarding employment opportunities to community-based organizations, social service agencies and local churches.
- **Provide training and professional development opportunities to all employees through internal and external training and through the tuition reimbursement program.**
- ◆ Begun a pilot supervisory training program with the Department of Human Services, with emphasis on the role of the supervisor, managing performance, and building a team. Have currently in development a training program for supervisors in dealing effectively with sexual harassment and other complaints. Expanded and made permanent an initial pilot of forward funding of college tuition (instead of reimbursement). This is designed to help employees (especially those on lower wage scales) make college classes more affordable. Since the forward funding program began participation in tuition support has increased by more than 25%. Increased offerings of programs in customer service skills. Provided on-going diversity, managerial and computer skills training.

City Council Goals:

5. *Foster community. Support opportunities for citizens to know each other within their neighborhoods and across the city.*

Policy guidelines include:

- *Support opportunities for new Cambridge residents to get to know the history, values, cultural resources, and fellow residents of the city.*

- *Support institutions that promote local interaction, such as youth sports leagues, art activities, volunteer senior citizen corps, etc.*
- *Support internet opportunities such as policy forums or chat rooms on community oriented topics.*
- *Identify the positive organizing opportunities for members of the community that are inherent in shared experiences or issues of residents.*
- *Continue to support celebrations, both neighborhood and citywide, as important opportunities for people to be together.*

City Manager's Key Implementation:

- **Welcome and orient new residents to the City of Cambridge using a variety of mechanisms including a direct mail piece: "A Guide to City Services." Develop a video on Cambridge also to be used to welcome and orient new residents.**
- ◆ A new reference guide to City Resources and Services will be published in Spring 2002.
- **Support community celebratory and educational events, both large and small – such as Danehy Park Family Day, National Night Out Against Crime, and neighborhood block parties to facilitate opportunities for people to get together.**
- ◆ Held the 6th Annual Danehy Park Family Day, which attracted approximately 4,000 people and offered a variety of activities, including live musical entertainment, a children's interactive stage, dance instruction, arts & crafts, free kites and tee shirts, and much more. Awarded 34 community mini-block grants for utilization by community groups to hold various neighborhood events and block parties.
- ◆ The Cambridge Arts Council (CAC) produced *Summer in the City* (SIC), a series of multicultural, interactive performances designed for children ages 4 to 12 and presented in neighborhood parks throughout the City, with an effort towards creating a formal collaborations with other cultural organizations in Cambridge dedicated to providing dynamic programming for youth as a way to develop audience and additional opportunities for promoting this program. Collaborating partners included the Cambridge Public Library, Club Passim's *Culture for Kids Program*, the Department of Human Service's Community Schools Program and several Cambridge neighborhood coalitions.
- ◆ CAC produced twelve performances featuring fifty professional performers in eleven Cambridge neighborhoods. Events attracted audiences of approximately two hundred per event and included a broad cultural demographic comprised primarily of children but also including adults and seniors working as educators, councilors and day care providers. Additionally, the series included two evening performances located at Raymond Park in North Cambridge and at Mid-Cambridge Library Park adjacent to the main branch of the Cambridge Public Library.
- ◆ CAC also served as a sponsor of the 15th Annual *Joyful Noise* gospel concert produced by the Cambridge Multicultural Arts Center (CMAC) on January 20, 2002. CAC support for this event included marketing and promotion via direct mailing, distribution of event brochures in municipal buildings, schools, senior centers and other high traffic areas around the City. Additional support included web listings and the posting of across-the-street banners at Mass

Avenue and City Hall and at the intersection of Cambridge Street and Fifth in east Cambridge.

- **Strengthen role of branch libraries as neighborhood centers and gathering places through programming, outreach and collaboration with community groups. Continue regular book discussion groups at all public library locations to promote community and cultural exchange.**
- ◆ Program attendance at the O'Neill, O'Connell and Collins Libraries has increased by an average of 18%. All branches have instituted regular book discussion groups and weekly toddler sing programs, in addition to the already established selected programs.

City Council Goals:

6. *Support neighborhood preservation and enhancement*

Policy guidelines include:

- *Encourage vibrant neighborhood centers with appropriate public plantings, traffic patterns, institutional and commercial activities*
- *Balance commercial and residential activities in the city to preserve neighborhoods while recognizing the need for appropriate growth and development.*
- *Provide staff support for urban planning for neighborhood centers undertaken with strong community involvement.*
- *Support responsible preservation and maintenance of our existing open space while striving to expand our inventory, particularly in areas of the community where it is most needed.*

City Manager's Key Implementation:

- **Implement planning initiatives throughout the city to manage ongoing physical changes and to balance neighborhood quality of life and economic growth and change. Complete follow-up on zoning issues generated by the Citywide Rezoning Petition. Work with Planning Board and City Council on review and implementation of the recommendations from the Eastern Cambridge Planning Study. Complete Riverside Neighborhood Study to develop recommendations for urban design, land use, zoning and transportation. Continue open space improvements in Cambridge neighborhoods.**
- ◆ Citywide Rezoning adopted in February, 2001; Eastern Cambridge Rezoning adopted in October, 2001. Worked with the Riverside Study Committee – 60% complete. Formed a Task Force of residents, business owners and institutional representatives for Rooftop/Mechanical Task Force as follow up to Citywide zoning. Formed advisory committee of area residents and business owners for Trolley Square Site Planning Process. Completed park construction at: Larch Road Park, Reverend Williams (Sleeper) Park and Kennedy School Playground. Started renovations at Paine Park and King School. The design for renovations of Bergin Park has been completed and the design process has begun for Franklin Park.
- **Support the City's commercial districts by continuing to implement the façade improvement program. Continue to work closely with the Cambridge Street Business Association and the Central Square Business Association to improve and promote these business districts. Implement the Central Square Action Plan.**

- ◆ Under the Façade, Signage & Lighting Program, two façade construction projects have been completed and two additional façade final designs have been approved. Two workshops for Cambridge Street and Central Square merchants have been held.

Conducted inventory of all Central Square retailers for area map. Supported Central Square businesses through the Retail Best Practices Program, which provides assistance on the physical layout and operation for small businesses.

- **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.**
- ◆ Received 354 applications for work in historic and neighborhood conservation districts; 117 resolved at public hearings and 237 resolved administratively. Forty-seven demolition permit applications were received and resolved. One new landmark designation was approved by the City Council and one new preservation easement was donated. The City currently protects more than 3,000 buildings in two historic and five neighborhood conservation districts, 22 individual landmarks and 39 preservation easements.
- **Effectively maintain parks, playgrounds, squares and plazas, and fully implement a program of arboriculture for approximately 12,000 public street trees and 3,000 trees in parks and the Cambridge Cemetery.**
- ◆ The DPW maintains 127 parks, playgrounds, squares and plazas in 3 park districts, each managed by a Park District Supervisor. This structure ensures that both routine and preventative maintenance is assertive and comprehensive. In addition to a Superintendent of Parks and Forestry, the department employs a Turf and Landscape Manager which enables the department to maintain turf and athletic fields at a very high standard.
- ◆ The DPW works actively with an interdepartmental Open Space Committee to optimize coordination in capital planning, design, maintenance and programming of the open spaces in the City.
- ◆ The Department developed a site adoption program ("Adopt a Park/Traffic Island") for highly-visible planting areas; full implementation of this program will take place throughout 2002.
- ◆ The program of arboriculture for street trees has been fully implemented. The DPW is in the fourth year of a 4- year street tree-pruning program, pruning approximately 3,000 trees per year. It is our goal that street trees be pruned for deadwood, hazard elimination and utility clearance every four years.
- ◆ The DPW has completed its first year of a pruning program for trees in parks and in the Cambridge Cemetery. 700 trees were pruned this past year. Based on the same cyclical concept of the street tree pruning program, this initiative features more crown thinning and reduction techniques intended to enhance tree health.

- ◆ Throughout this past year, the DPW and the City Manager's Office has worked with a Tree Protection Task Force and has developed a draft Tree Ordinance, with the goal of preserving existing trees and promoting new tree planting in large development projects. It is anticipated that the draft ordinance will be forwarded to the City Council for its consideration within the next few months.
- **Work to acquire additional open space in the eastern part of the City, as recommended in the Green Ribbon Open Space Report.**
- ◆ Appraisals will be completed shortly to determine financial feasibility and capacity to make an acquisition of open space in the eastern part of the City.

City Council Goals:

7. *Foster creative approaches to traffic, parking and transportation needs of residents and businesses within the context of growing congestion, and the need to improve air quality.*

Policy guidelines include:

- *Continue to explore the questions around density and livability.*
- *Develop coexistence strategies for bicyclists, pedestrians, T users, and drivers.*
- *Continue to support non Single Occupancy Vehicle transportation options for employees and residents*

City Manager's Key Implementation:

- **Reduce congestion and air pollution through review and monitoring of PTDM plans and other traffic mitigation initiatives, planning improvements and public transportation, promoting use of alternative fuel vehicles, implementing City employee trip reduction measures, and community education around walking, cycling and public transportation.**
- ◆ Reviewed and monitored 29 PTDM plans and special permits. Implemented trip reduction initiatives for City employees by joining the Charles River Transportation Management Association (TMA). Continued to encourage City employees to use the MBTA pass subsidy program; approximately 400 employees use MBTA passes. Continued to reduce traffic congestion through PTDM programs, traffic calming measures, bike and pedestrian programs, support of Urban Ring efforts, and traffic impact study review. Launched EZ Ride shuttle bus service between Cambridge and North Station.
- **Plan and carry out infrastructure improvements to make walking and cycling safer and more pleasant, reduce conflict among users of different modes of travel, and direct traffic away from residential streets. Efforts include carrying out traffic calming projects, installing on-road bicycle facilities and bicycle parking, improving intersections for pedestrians, planning off-road pedestrian and bicycle facilities, and planning major roadways projects such as Cambridgeport Roadways, North Point, and Cambridge Street.**

- ◆ Designed 4 traffic-calming measures. Completed Fresh Pond Parkway project. Cambridge Street design completed; project to be bid in spring 2002. Massachusetts Avenue/Lafayette Square – 95% design complete; project to be bid in summer-fall 2002. Design Cambridgeport Roadways—75% design complete; project to be bid in fall 2002.
- **Continue to work to protect natural resources and reduce potential human exposure to toxic substances. Working with a task force of citizens, local experts, and representatives of local businesses and institutions, complete and begin to implement an action plan to reduce the City's output of greenhouse gas emissions.**
- ◆ Draft ICLEI local action plan to reduce greenhouse gas emissions; report to be finalized in spring 2002. Continue to work to protect natural resources.

City Council Goals:

8. *Maximize the benefits of new and existing economic development and university activities to improve the life of the city.*

Policy guidelines include:

- *Support public/private partnership opportunities.*
- *Understand the new economy better to optimize opportunities for our community*
- *Support workforce development and training opportunities for residents*

City Manager's Key Implementation:

- **Research the employment needs of emerging businesses, including biotechnology and information technology, to help guide educational and job training programs to best serve Cambridge residents.**
- ◆ Completed workforce development study entitled "Education and Skills for the new Economy" in June 2001 and continued efforts to implement the workforce development study by making presentations on workforce study to Superintendent of Schools, Office of Workforce Development Advisory Board, director of Rindge Tech., Cambridge School Committee members, and business owners.
- **Foster a strong property tax base; support and enhance a healthy business climate.**
- ◆ Property tax base has increased 33% from \$12,703,000,000 to \$16,940,000,000 however, economic downturn will see reductions in commercial property values in upcoming years.
- **Cultivate a supportive environment for entrepreneurship by assisting small businesses. Provide technical assistance, guidance in obtaining capital, and educational programs to small businesses. Help small businesses assess target markets and improve the competitiveness of their businesses.**
- ◆ Assisted with business plans and loan packages for presentation to local lenders and provided one-on-one counseling to 13 small businesses. Provided business services to over 150 small businesses. In collaboration with the Cambridge Business Development Center, provided

assistance to 300 start-up businesses. Updating minority and women owned business directory.

- **Work closely with the Workforce Investment Board to define the skills necessary to succeed in the new economy and disseminate this information to the broader employment and training community. Work with the Housing Authority to design programs which improve the vocational skills of public housing residents.**
- ◆ This winter, the Workforce Investment Board (WIB) completed an update of its *Blueprint for Economic Development* which describes the critical and emerging industries in the region and the skills required of workers in those industries. The Office of Workforce Development is planning to sponsor an information session this spring with Cambridge-based education, employment and training providers and WIB staff to discuss the findings. The Deputy Director of DHSP and the OWD Director both sit on the WIB, co-chairing, respectively, the Career Center Committee and Policy, Funding and Oversight Committee.

Office of Workforce Development, Cambridge Employment Program(CEP) and Community Learning Center staff meet monthly with the Director of Tenant Services at the Housing Authority to coordinate education and employment services for CHA residents. As part of the collaborative, a series of computer classes have been developed to improve tenants' computer skills. The classes are offered at 119 Windsor Street. OWD and CEP staff are currently working with the CHA to design a process that would allow tenants to access tuition assistance through the CHA for vocational and college-level courses. Applicants would be required to meet with the career counselor at CEP and outline a career development plan in order to access the funding.

- **Aggressively pursue formal agreements with both Harvard and MIT that would protect the City's future economy and ensure no negative financial impact upon taxable commercial and residential property. The City has serious concerns about the future removal from the tax rolls of currently taxable property owned by both universities.**
- ◆ The City Manager and staff have held several meetings with both Harvard and MIT regarding in-lieu-of tax agreements. While progress has been made, the talks remain on-going.

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Roundtable meeting/
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Review of the City Council
goals established in its
last goal setting process

March 4, 2002