CITY OF CAMBRIDGE
CAMBRIDGE, MASSACHUSETTS 02139
TEL. 349-4300
FAX. 349-4307

EXECUTIVE DEPARTMENT
ROBERT W. HEALY
City Manager

RICHARD C. ROSSI
Deputy City Manager

September 24, 1999

To The Honorable, The City Council,

Attached for your review are several items which will be discussed at Monday evening's City Council round table discussion on the City's capital plan. As the City Council is aware the capital plan, both that which is underway and that which is planned, is extremely aggressive. Financial policies established by the City Council, sound financial planning and management by the administration, a strong local economy and the City's Aaa bond rating have combined to place the City in a position to be able to respond to the various infrastructure needs of the City and our residents. The list of impressive projects now underway or already approved includes the following: a new ambulatory care center at Cambridge Hospital, $60,000,000 (financed in part through the issuance of debt by the City); a new water treatment plant, $77,000,000; new Morse and Fitzgerald elementary schools; ongoing renovations and reconstruction of our open space, streets and sidewalks; sewer improvement projects; new running track at Danehy Park ($3,000,000); a changing facility/restroom and park improvements at Russell Field, ($3,850,000); and the establishment open space acquisition fund ($4,000,000). For most communities of our size this scope of projects would result in the completion of the work and then a period to rest. But in Cambridge our aggressive capital improvement program will continue. Over the next few years we are planning to continue to fund the open space acquisition fund at $2,000,000 annually; renovate and/or construct a new main library, $30,000,000; construct and/or renovate the police station, $30,000,000;renovate the War Memorial, $12,000,000; construct a West Cambridge Youth Center, continue sewer replacements, $27,400,000 and continue ongoing open space, street and sidewalk improvements. All of this, it should be noted, does not include our $4,500,000 annual commitment to affordable housing. The successful competition of these projects will require adherence to sound fiscal policies and procedures that have served us so well in the past.

To help formulate the discussion of our capital plan, attached please find: copies of departmental capital request forms; five year financial projections, five year debt issuance schedule, five year capital plan, an analysis of potential building sites and costs for the main library and a detailed listing of the five year parks and recreation plan. I look forward to a constructive discussion of our capital plan.

Sincerely,

Robert W. Healy

CAPITAL REQUEST FORM

DEPARTMENT ______________________

I. PROJECT TYPE

- ☐ Repair of existing facilities or equipment
- ☐ Replacement of existing facilities or equipment
- ☐ Expansion of existing equipment
- ☐ Construction of additional facilities
- ☐ Existing park renovation
- ☐ Street repair/renovation
- ☐ Sidewalk repair/renovation
- ☐ Water Project
- ☐ Sewer Project
- ☐ Other (   )

II. ESTIMATED NEED FOR PROJECT

☐ Critical ☐ Moderate ☐ Desirable

III. DESCRIPTION OF PROJECT/JUSTIFICATION

____

____

____

____

IV. ESTIMATED COSTS

	1999-00	2000-01	2001-02	2002-03	2003-04
Planning/Engineering/Legal					
Acquisition					
Site Development					
Construction					
Equipment/Furniture					
TOTAL COST					

Estimated Impact On Operating Budget

V. RECOMMENDED FINANCING SOURCES

	1999-00	2000-01	2001-02	2002-03	2003-04
General Fund Revenue					
Utility Fees					
Bond Proceeds					
State Grants					
Federal Grants					
Other ( )					

TOTAL SOURCES

A

Expenditure Projections

Excluding the Water Department, and capital expenditures, the City's operating budget is projected to experience an average annual growth of 4.2%.

Expenditure Projections: Fiscal Years 2000-2004

	FY 2000 Budgeted	FY 2001 Projected	FY 2002 Projected	FY 2003 Projected	FY 2004 Projected
City Programs:					
City Operating Programs	$ 98,571,790	$ 98,723,779	$ 101,711,328	$ 105,573,567	$ 109,581,636
Contrib. Pensions	13,241,780	13,639,033	14,048,204	14,469,651	14,903,740
Non-Contrib. Pensions	1,600,000	1,550,000	1,500,000	1,450,000	1,400,000
Health Insurance	9,608,200	10,376,856	11,207,004	12,103,565	13,071,850
Retirees' Health Insurance	5,277,315	5,699,500	6,155,460	6,647,897	7,179,729
City Debt Service	7,264,895	8,103,632	12,945,912	19,327,396	22,192,426
CPHC Pensions	4,029,485	4,150,370	4,274,881	4,403,127	4,535,221
CPHC Non-Contrib.Pensions	74,620	74,620	74,620	74,620	74,620
CPHC Debt	3,845,560	2,880,450	2,805,300	2,580,000	2,512,500
Overlay	4,250,000	4,250,000	4,250,000	4,250,000	4,250,000
Prior Year Overlay	902,568	1,000,000	1,000,000	1,000,000	1,000,000
SUBTOTAL:	$ 148,666,213	$ 150,448,240	$ 159,972,709	$ 171,879,823	$ 180,701,723
Cherry Sheet:					
Offset	$ 2,765,945	$ 3,852,397	$ 4,187,427	$ 4,287,351	$ 4,387,351
State Charges	7,581,622	8,080,634	8,282,649	8,489,716	8,701,959
MWRA	14,093,655	15,503,021	17,053,323	18,758,655	20,634,520
SUBTOTAL:	$ 24,441,222	$ 27,436,052	$ 29,523,400	$ 31,535,722	$ 33,723,830
School Department:					
School Operating	$ 86,206,456	$ 86,326,612	$ 88,921,623	$ 92,279,853	$ 95,765,524
School Contrib. Pensions	2,538,025	2,614,166	2,692,591	2,773,368	2,856,569
School Health	7,116,880	7,686,230	8,301,129	8,965,219	9,682,437
School Debt	6,364,639	7,090,352	7,511,607	7,229,091	6,944,014
SUBTOTAL:	$ 102,226,000	$ 103,717,360	$ 107,426,950	$ 111,247,531	$ 115,248,543
Cambridge Public Health Commission					
Contract For Service	$ 8,598,000	$ 7,598,000	$ 7,598,000	$ 7,598,000	$ 7,598,000
Water Department:					
Water Operating	$ 3,610,425	$ 3,717,041	$ 3,826,856	$ 3,966,926	$ 4,112,278
Water Contrib. Pensions	391,550	403,297	415,395	427,857	440,693
Water Non-Contrib. Pensions	72,045	72,045	72,045	72,045	72,045
Water Health	359,450	388,206	419,262	452,803	489,028
Water Debt	7,257,920	7,949,676	7,900,704	7,724,884	7,548,446
SUBTOTAL:	$ 11,691,390	$ 12,530,265	$ 12,634,262	$ 12,644,514	$ 12,662,490
Capital:	$ 8,723,000	$ 8,700,000	$ 8,700,000	$ 8,700,000	$ 8,700,000
Grand Total	$ 304,345,825	$ 310,429,918	$ 325,855,321	$ 343,605,590	$ 358,634,586

Revenue Projections

Revenue Projections: Fiscal Years 2000-2004

	FY 2000 Budgeted	FY 2001 Projected	FY 2002 Projected	FY 2003 Projected	FY 2004 Projected
City Programs:					
Real/Personal Taxes	$ 151,072,000	$ 160,668,298	$ 171,971,008	$ 185,245,149	$ 197,215,916
Motor Vehicle Excise	4,305,622	4,200,000	4,300,000	4,400,000	4,500,000
Hotel/Motel	4,777,000	4,800,000	4,900,000	5,000,000	5,100,000
Interest on Taxes	514,000	470,000	470,000	470,000	470,000
Sewer Charges	16,706,595	18,272,854	21,381,106	24,825,090	27,754,361
Water Receipts	368,870	368,870	368,870	368,870	368,870
Fees	383,685	390,000	390,000	390,000	390,000
Rentals	28,580	30,000	30,000	30,000	30,000
School Revenue	25,000	25,000	25,000	25,000	25,000
Recreation Revenue	799,965	800,000	800,000	800,000	800,000
Other Departmental	2,639,715	2,650,000	2,700,000	2,750,000	2,800,000
License/Permits	4,970,225	4,500,000	4,500,000	4,500,000	4,500,000
Fines & Forfeits	509,100	500,000	500,000	500,000	500,000
Investment Income	1,600,000	1,700,000	1,700,000	1,700,000	1,700,000
Parking Fund	11,654,240	11,700,000	11,700,000	11,700,000	11,700,000
State Aid	41,891,481	41,725,990	42,386,156	43,306,257	43,372,656
Free Cash	7,192,700	3,400,000	3,400,000	3,400,000	3,400,000
In-Lieu-of Taxes	3,100,000	4,060,000	4,060,000	4,060,000	4,060,000
CPHC In-Lieu-of Taxes	1,000,000	-	-	-	-
Solid Waste Fees	60,000	60,000	60,000	60,000	60,000
Health Trust	3,860,000	3,860,000	3,860,000	3,860,000	3,860,000
Corporate Excise	898,000	898,000	898,000	898,000	898,000
Other Available	5,948,507	5,750,000	5,750,000	5,750,000	5,750,000
MWPAT	1,475,105	2,027,949	1,978,867	1,927,712	1,657,702
Library	83,000	85,000	85,000	85,000	85,000
Cemetery	245,000	210,000	210,000	210,000	210,000
CPHC Pension Reimb	4,029,485	4,150,370	4,274,881	4,403,127	4,535,221
CPHC Debt Reimb.	3,845,560	2,880,450	2,805,300	2,580,000	2,512,500
CPHC T&P Reimb.	50,000	50,000	50,000	50,000	50,000
School Debt Stabilization	1,300,000	-	-	-	-
SUBTOTAL:	$ 275,333,435	$ 280,232,781	$ 295,554,188	$ 313,294,205	$ 328,305,226
Cambridge Public Health Commission:					
Taxes	$ 8,598,000	$ 8,598,000	$ 8,598,000	$ 8,598,000	$ 8,598,000
Water Department:	$ 11,691,390	$ 12,899,135	$ 13,003,133	$ 13,013,386	$ 13,031,360
Capital:					
Taxes	$ 4,330,000	$ 4,300,000	$ 4,300,000	$ 4,300,000	$ 4,300,000
Free Cash	4,393,000	4,400,000	4,400,000	4,400,000	4,400,000
SUBTOTAL:	$ 8,723,000	$ 8,700,000	$ 8,700,000	$ 8,700,000	$ 8,700,000
Grand Total	$ 304,345,825	$ 310,429,916	$ 325,855,321	$ 343,605,591	$ 358,634,586

Assumptions for Revenue Projections:

1. Sewer revenues increase annually by amount needed to fully fund sewer expenditures.
2. Water revenues increase annually by amount need to fully fund water expenditures.
3. State aid increases by 2.5% annually with adjustments for school building construction and projected reductions for charter school.
4. All other non-tax revenues show modest increases.
5. Tax levy and levy limits grow as shown on page 8.
6. FY 00 Free Cash has been increased to fully offset the cost of a $2,000 one-time payment to all full-time employees. Some tax revenues may be used instead of free cash when the FY 00 Budget is completed.

Projected Tax Levies

Increases in the City's tax levy are expected despite significant decreases in the commercial (down to $25.16/$1,000 in FY 00 from $27.25/$1,000 in FY 99) and residential (down to $9.66/$1,000 in FY 00 from $11.05/$1,000 in FY 99) property tax rates.

Total assessed value has increased significantly in FY 2000 because of the robust real estate market.

Projected Tax Levies
Fiscal Years 2000 to 2004

	2000 (actual)	2001	2002	2003	2004
Levy Limit	$ 189,475,126	$ 197,307,717	$ 205,304,666	$ 213,505,764	$ 221,941,127
Projected Levy	164,000,000	172,727,848	184,009,596	197,262,252	209,210,997
Excess Levy Capacity	$ 25,475,126	$ 24,579,869	$ 21,295,070	$ 16,243,512	$ 12,730,130
Existing Residential Value	$ 5,725,262,310	$ 6,772,662,267	$ 7,171,294,750	$ 7,589,859,488	$ 8,029,352,462
Growth (Loss)	878,852,913	338,632,483	358,564,738	379,492,974	401,467,623
New Residential Value	168,547,044	60,000,000	60,000,000	60,000,000	60,000,000
Total Residential Value	$ 6,772,662,267	$ 7,171,294,750	$ 7,589,859,488	$ 8,029,352,462	$ 8,490,820,085
Existing Commercial Value	$ 3,561,372,045	$ 3,990,495,333	$ 4,270,020,100	$ 4,563,521,105	$ 4,871,697,160
Growth (Loss)	260,422,196	199,524,767	213,501,005	228,176,055	97,433,943
New Commercial Value	168,701,092	80,000,000	80,000,000	80,000,000	80,000,000
Total Commercial Value	$ 3,990,495,333	$ 4,270,020,100	$ 4,563,521,105	$ 4,871,697,160	$ 5,049,131,103
Existing Personal Value	$ 256,202,460	$ 274,784,430	$ 281,045,779	$ 286,993,490	$ 286,903,945
New Personal Value	29,646,310	20,000,000	20,000,000	20,000,000	20,000,000
Total Personal Value	$ 274,784,430	$ 281,045,779	$ 286,993,490	$ 286,903,945	$ 286,820,669
Total Assessed Value	$11,037942,030	$11,722,360,628	$12,440,374,083	$13,187,953,567	$ 13,826,771,857

ASSUMPTIONS:

1. Residential growth of 17% in 2000 and 5% in 2001-04.
2. Commercial growth of 7% in 2000, 5% in 2001-3, and 2% in 2004.
3. Personal property decrease in existing value of 4% in 2000, 5% in 2001-02,and 7% in2003-04.

Future Debt Issues 1999-2003
September 9, 1999

Date of Issue	Project	Amount	Term	Source of Funds
November, 1999	Elementary School Renovations	700,000	10	Taxes
	City Hall Renovations	500,000	10	Taxes
	One Per Cent for the Arts	61,000	10	Taxes
	Fitzgerald School Renovations	14,432,000	10	State Funding / Taxes
	Acquisition of New Financial System	2,250,000	5	Taxes
	Construction of New Water Treatment Plant	10,000,000	20	Water Service Revenues
	- Total	27,943,000		
July, 2000	Replacement of Roof at CRLS	3,200,000	10	Taxes
	Fiber Optic Network Infrastructure	670,000	10	Taxes
	Constuction of New Water Treatment Plant	14,700,000	20	Water Service Revenues
	Construction of Track at Danehy Field	3,000,000	10	Taxes
	Improvements to Russell Field	3,850,000	10	Taxes
	Improvements to War Memorial	1,000,000	10	Taxes
	Renovations to Taylor Square Fire Station	2,100,000	10	Taxes
	Renovations to Miscellaneous City Buildings	2,240,000	10	Taxes
	Renovations to Miscell. School Buildings	805,000	10	Taxes
	Renovations to Fitzgerald School	4,500,000	10	State Funding / Taxes
	Renovations to Gately Center	2,500,000		Taxes
	Traffic Calming Design and Construction	750,000	10	Parking Fund Revenues
	Lafayette Square / Mass. Ave Reconstruction	500,000	10	Parking Fund Revenues
	Cambridge Street Improvements	3,240,000	10	Taxes
	Design Phase / Harvard Square Sewer Proj.	1,000,000	10	Sewer Service Revenues
	New Street Pump Station	2,400,000	10	Sewer Service Revenues
	Cherry Street Flood Relief	5,500,000	10	Sewer Service Revenues
	Total	51,955,000		
July, 2001	Phase II of War Memorial Project	6,000,000	10	Taxes
	City Hall Renovations	1,000,000	10	Taxes
	Site Acquisition / Construct. W.Camb. Youth	6,500,000	10	Taxes
	Construction of New Library	30,000,000	20	Taxes
	Improvements to Donnelly Field	3,000,000	10	Taxes
	Harvard Square Sewer Construction	10,000,000	10	Sewer Service Charge
	Cherry Street Flood Relief (Phase II)	4,000,000	10	Sewer Service Charge
	Traffic Calming Design / Construction	750,000	10	Parking Fund Revenues
	Total	61,250,000		
July, 2002	Construction of New Police Station	30,000,000	20	Taxes
	Phase III / War Memorial Project	6,000,000	10	Taxes
	CAM 2 / CAM 4 Sewer Project	7,500,000	10	Sewer Service Revenues
	Traffic Calming Design / Construction	750,000	10	Parking Fund Revenues
	Total	44,250,000		
July, 2003	Phase VI (Agassiz Area)	7,500,000	10	Sewer Service Revenues
	Traffic Calming Design / Construction	750,000	10	Parking Fund Revenues
		8,250,000		

C

Debt Projections FY00-04

Category of Debt	Debt Service	FY00	FY01	FY02	FY03	FY04
Tax-Supported / Existing Debt	Principal	3,405,000	3,040,000	2,530,000	2,010,000	2,010,000
	Interest	828,894	661,929	516,365	396,214	300,151
	Fees	125,000	125,000	125,000	125,000	125,000
	Total	4,358,894	3,826,929	3,171,365	2,531,214	2,435,151
Tax-Supported / New Debt	Principal	-	516,000	2,685,000	5,835,000	7,935,000
	Interest	70,275	672,650	2,300,125	4,149,625	4,705,375
	Fees	-	-	-		
	Total	70,275	1,188,650	4,985,125	9,984,625	12,640,375
Tax-Supported / Total Debt	Principal	3,405,000	3,556,000	5,215,000	7,845,000	9,945,000
	Interest	899,169	1,334,579	2,816,490	4,545,839	5,005,526
	Fees	125,000	125,000	125,000	125,000	125,000
	Total	4,429,169	5,015,579	8,156,490	12,515,839	15,075,526
Sewer / Existing Debt	Principal	2,079,380	2,150,409	2,276,875	2,359,066	2,032,971
	Interest	629,926	539,870	444,002	339,646	229,552
	Fees	17,655	17,655	17,655	17,655	17,655
	Total	2,726,961	2,707,934	2,738,532	2,716,367	2,280,178
Sewer / New Debt	Principal	-	-	890,000	2,290,000	3,040,000
	Interest	-	222,500	772,750	1,043,250	1,472,500
	Fees	-	-	-	-	-
	Total	-	222,500	1,662,750	3,333,250	4,512,500
Sewer / Total Debt	Principal	2,079,380	2,150,409	3,166,875	4,649,066	5,072,971
	Interest	629,926	762,370	1,216,752	1,382,896	1,702,052
	Fees	17,655	17,655	17,655	17,655	17,655
	Total	2,726,961	2,930,434	4,401,282	6,049,617	6,792,678
School / Existing Debt	Principal	3,577,000	3,803,000	3,823,000	3,823,000	3,823,000
	Interest	1,194,277	1,022,302	841,607	657,966	471,639
	Total	4,771,277	4,825,302	4,664,607	4,480,966	4,294,639
School / New Debt	Principal	-	1,447,000	1,982,000	1,982,000	1,982,000
	Interest	360,800	818,050	865,000	766,125	667,375
	Total	360,800	2,265,050	2,847,000	2,748,125	2,649,375
School / Total Debt	Principal	3,577,000	5,250,000	5,805,000	5,805,000	5,805,000
	Interest	1,555,077	1,840,352	1,706,607	1,424,091	1,139,014
	Total	5,132,077	7,090,352	7,511,607	7,229,091	6,944,014
Water / Existing Debt	Principal	4,513,000	3,487,000	2,542,000	2,542,000	2,542,000
	Interest	2,127,416	1,907,676	1,744,579	1,630,509	1,515,821
	Total	6,640,416	5,394,676	4,286,579	4,172,509	4,057,821
Water / New Debt	Principal	1,200,000	1,700,000	2,435,000	2,435,000	2,435,000
	Interest	250,000	855,000	1,179,125	1,117,375	1,055,625

D

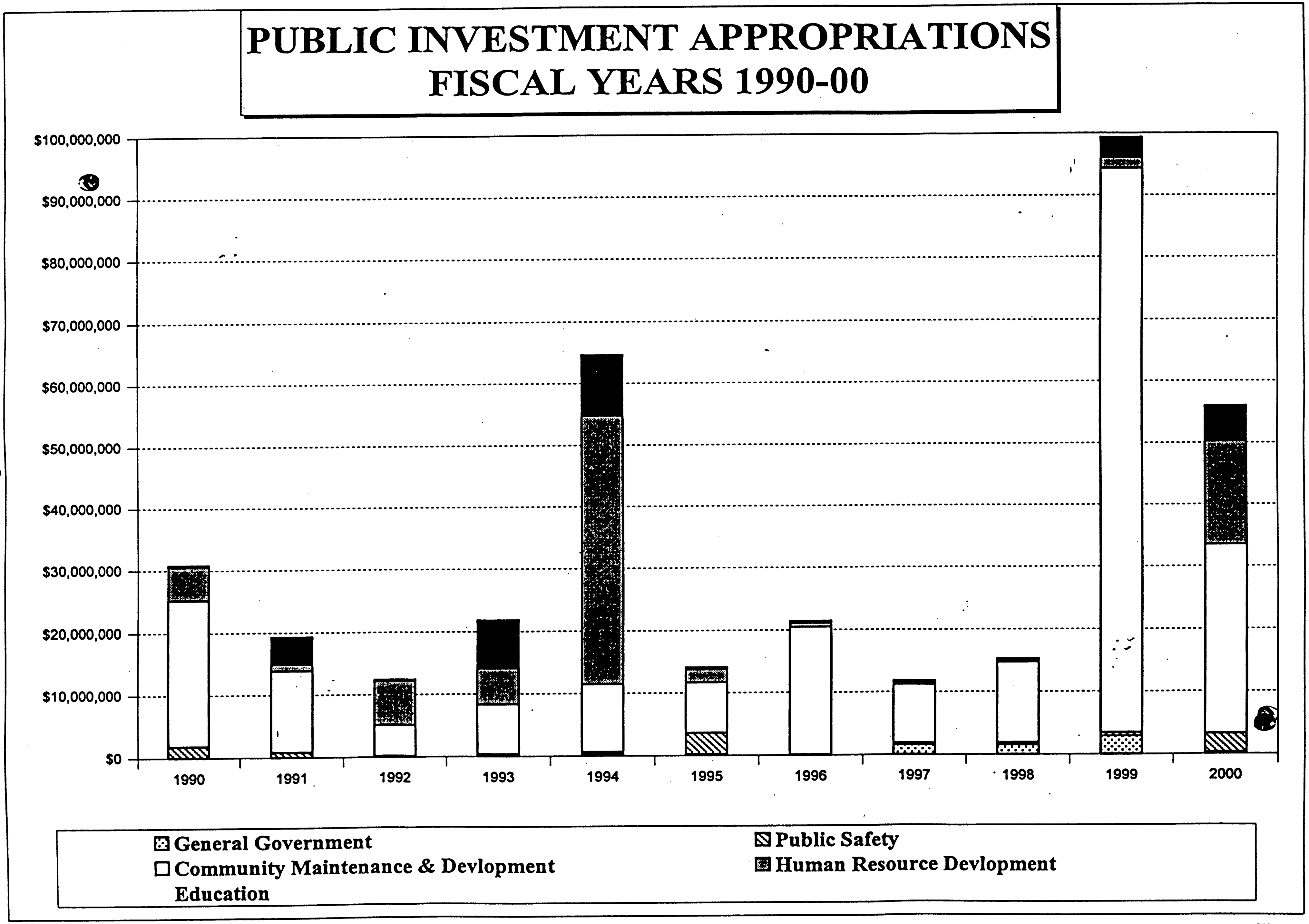
	Total	1,450,000	2,555,000	3,614,125	3,552,375	3,490,625
Water / Total Debt	Principal	5,713,000	5,187,000	4,977,000	4,977,000	4,977,000
	Interest	2,377,416	2,762,676	2,923,704	2,747,884	2,571,446
	Total	8,090,416	7,949,676	7,900,704	7,724,884	7,548,446
Hospital / Existing Debt	Principal	2,335,000	1,500,000	1,500,000	1,500,000	1,500,000
	Interest	1,337,610	1,215,000	1,147,500	1,080,000	1,012,500
	Total	3,672,610	2,715,000	2,647,500	2,580,000	2,512,500
No New Debt is Planned for the Hospital						
Neville Manor / Existing Debt	Principal	150,000	150,000	150,000	-	-
	Interest	22,950	15,450	7,800	-	-
	Total	172,950	165,450	157,800	-	-
No new Debt is Planned for Neville Manor						
Section 108 Existing Debt	Principal	5,000	45,000	110,000	420,000	10,000
	Interest	83,406	81,369	75,015	53,190	35,472
	Total	88,406	126,369	185,015	473,190	45,472
No New Section 108 Debt is Planned.						
Parking Fund / New Debt	Principal	-	-	125,000	200,000	200,000
	Interest	-	31,250	78,125	88,750	78,750
	Total	-	31,250	203,125	288,750	278,750
Total / Existing Debt	Principal	16,064,380	14,175,409	12,931,875	12,654,066	11,917,971
	Interest	6,224,479	5,443,596	4,776,868	4,157,525	3,565,135
	Fees	142,655	142,655	142,655	142,655	142,655
	Total	22,431,514	19,761,660	17,851,398	16,954,246	15,625,761
Total / New Debt	Principal	1,200,000	3,663,000	8,117,000	12,742,000	15,592,000
	Interest	681,075	2,599,450	5,195,125	7,165,125	7,979,625
	Fees	-	-	-	-	-
	Total	1,881,075	6,262,450	13,312,125	19,907,125	23,571,625
Total / Existing and New Debt	Principal	17,264,380	17,838,409	21,048,875	25,396,066	27,509,971
	Interest	6,905,554	8,043,046	9,971,993	11,322,650	11,544,760
	Fees	142,655	142,655	142,655	142,655	142,655
	Total	24,312,589	26,024,110	31,163,523	36,861,371	39,197,386

SUMMARY 2000-2004 EXPENDITURE PLAN

	FY00	FY01	FY02	FY03	FY04	TOTAL
GENERAL GOVERNMENT						
Acquisition of Personal Computers	325 000	325 000	-	-	-	650 000
	325 000	325 000	-	-	-	650 000
PUBLIC SAFETY						
Fire Vehicles/Equipment	180 000	250 000	250 000	250 000	250 000	1 180 000
Fire Station Renovations	2 600 000	150 000	150 000	150 000	150 000	3 200 000
Police Equipment/Renovations	225 000	75 000	30 000 000	75 000	75 000	30 450 000
	3 005 000	475 000	30 400 000	475 000	475 000	34 830 000
COMMUNITY MAINT. & DEV.						
Public Building Renovations	1 040 000	1 300 000	300 000	210 000	210 000	3 060 000
Street/Sidewalk/Reconstruction	1 675 000	1 675 000	2 675 000	2 675 000	2 675 000	11 375 000
Citywide Tree Pruning/Planting Program	200 000	200 000	200 000	200 000	200 000	1 000 000
Parking Improvements	460 000	400 000	400 000	400 000	400 000	2 060 000
Water System Improvements	1 500 000	600 000	600 000	600 000	600 000	3 900 000
Sewer Reconstruction	12 600 000	16 000 000	9 500 000	9 500 000	9 500 000	57 100 000
Traffic Calming Design/Construction	750 000	750 000	750 000	750 000	750 000	3 750 000
Cambridge Street Improvements	4 390 000	1 150 000	150 000	150 000	-	5 840 000
Lafayette Square/Mass. Ave. Reconstruction	500 000	-	-	-	-	500 000
Cambridgeport Roadway Design	75 000	-	-	-	-	75 000
Historical Restoration	37 000	35 000	35 000	35 000	35 000	177 000
Employment Program Fund	277 500	277 500	277 500	277 500	277 500	1 387 500
Housing Rehab Trust Fund	1 666 830	1 666 830	1 666 830	1 666 830	1 666 830	8 334 150
Affordable Housing Trust Fund	4 500 000	4 500 000	4 500 000	4 500 000	4 500 000	22 500 000
Neighborhood Business Development	275 000	275 000	275 000	275 000	275 000	1 375 000
Comp. Tracking System Licenses/Permits	150 000	-	-	-	-	150 000
Public Art Conservation Fund	35 000	35 000	35 000	35 000	35 000	175 000
One Percent for the Arts	25 000	25 000	25 000	25 000	25 000	125 000
	30 156 330	28 889 330	21 389 330	21 299 330	21 149 330	122 883 650
HUMAN RESOURCE DEV.						
Library Renovations	663 000	30 000 000	100 000	100 000	100 000	30 963 000
Park Preventative Maintenance Program	250 000	250 000	250 000	250 000	250 000	1 250 0[illegible]
Parks and Recreation	12 735 090	15 685 090	7 185 090	1 185 090	1 185 090	37 975 450
Accessibility Improvements	50 000	50 000	50 000	50 000	50 000	250 000
Open Space Acquisition Fund	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	10 000 000
	15 698 090	47 985 090	9 585 090	3 585 090	3 585 090	80 438 450
EDUCATION						
School Equipment/Renovations	5 813 000	250 000	250 000	250 000	250 000	6 813 000
	5 813 000	250 000	250 000	250 000	250 000	6 813 000
GRAND TOTAL	**54 997 420**	**77 924 420**	**61 624 420**	**25 609 420**	**25 459 420**	**245 615 100**

SUMMARY 2000-2004 FINANCING PLAN

	FY00	FY01	FY02	FY03	FY04	TOTAL
Property Tax	4 330 000	5 195 000	4 895 000	4 880 000	4 730 000	24 030 000
Free Cash	4 393 000	4 675 000	4 675 000	4 675 000	4 675 000	23 093 000
Parking Fund	535 000	400 000	400 000	400 000	400 000	2 135 000
Sewer Service Charge	3 700 000	2 000 000	2 000 000	2 000 000	2 000 000	11 700 000
Water Service Charge	1 500 000	600 000	600 000	600 000	600 000	3 900 000
Block Grant	2 046 035	2 046 035	2 046 035	2 046 035	2 046 035	10 230 175
Program Income	268 385	268 385	268 385	268 385	268 385	1 341 925
Chapter 90	2 000 000	2 000 000	2 000 000	2 000 000	2 000 000	10 000 000
Street Preservation Offset Fund	450 000	450 000	450 000	450 000	450 000	2 250 000
Sale of City Land	1 350 000	-	-	-	-	1 350 000
Bonds	34 385 000	60 250 000	44 250 000	8 250 000	8 250 000	155 385 000
Golf Course Fees	40 000	40 000	40 000	40 000	40 000	200 000
GRAND TOTAL	**54 997 420**	**77 924 420**	**61 624 420**	**25 609 420**	**25 459 420**	**245 615 100**


PUBLIC INVESTMENT APPROPRIATIONS
FISCAL YEARS 1990-00
$100,000,000
$90,000,000
$80,000,000
$70,000,000
$60,000,000
$50,000,000
$40,000,000
$30,000,000
$20,000,000
$10,000,000
$0
1990
1991
1992
1993
1994
1995
1996
1997
1998
1999
2000
General Government
Public Safety
Community Maintenance & Devlopment
Human Resource Devlopment
Education

LIBRARY ALTERNATIVES

	7-11 Block 36,501 sf	TAD Block 45,571 sf	65 Prospect St. 53,300 sf		YMCA 64,648 sf	Central Sq PO 39,350 sf		Broadway 180,000 sf
			Scenario 1	*Scenario 2*		*Scenario 1*	*Scenario 2*	
Building Costs	$20,000,000	$19,000,000	$20,000,000		$20,000,000	$21,235,000		$21,000,000
Parking Costs	$1,800,000	$2,000,000	$4,800,000		$2,000,000	$2,000,000		$3,000,000
Land Acquisition/ Relocation Costs	$5,000,000	$10,000,000	$3,731,000	$6,000,000	$10,050,000	$21,748,000	$40,296,000	$1,500,000
Total	**$26,800,000**	**$31,000,000**	**$28,531,000**	**$30,800,000**	**$32,050,000**	**$44,983,000**	**$63,531,000**	**$25,500,000**
	90 cars underground	20,000 sf renovation ($150/sf) 80,000 sf new construction ($200/sf) 100 cars underground	Assessor's value: $3.7M Owner's value: $6M plus replacement of 160 parking spaces Does not include temporary parking during construction		128 SROs need to be retained. 100 cars underground Historic façade to remain Land acq. represents City's determination of the value	Relocation costs based on moving the PO distribution facilities to 2-4 sites. Building costs include 8,500 sf PO retail facility. 100 cars underground		20,000 sf renovation ($150/sf) 80,000 sf new construction ($225/sf) 150 cars underground (no structured parking)

PARKS & RECREATION
FY99-FY04 CAPITAL PLAN

FY99

Parks and Recreation		$1,035,090
Pacific Street Park	$500,000	
Longfellow School Playground	$250,000	
Library Park Tot Lot	$200,000	
Block Grant Contingency	$45,090	
Golf Course Improvements	$40,000	
Beautification Program (Arsenal Square, Police Station Island)		$100,000
Park Preventative Maintenance Program		$250,000
Playground Structure Replacement (West and Lee Playground)	$75,000	
Open Space Acquisition Fund		$2,000,000

TOTAL **$3,385,090**

FY00

Parks and Recreation		$10,235,090
Russell Field	$3,850,000	
Track Facility/Danehy Park	$3,000,000	
Reverend Williams Playground	$300,000	
Peabody School Playground	$250,000	
Paine Park	$200,000	
Larch Road Playground	$200,000	
Donnelly Field Master Plan	$200,000	
Block Grant Contingency	$95,090	
Golf Course Improvements	$40,000	
Gately Youth Center Renovations	Fitzgerald School Renovation	
W. Cambridge Youth Center Land Acq.	$1,000,000	
War Memorial Facility – Design	$1,000,000	
Rindge Field	Fitzgerald School Renovation	
Fitzgerald School Tot Lot	Fitzgerald School Renovation	
Beautification Program (Cronin Park, Windsor/Hampshire Islands)	$100,000	
Park Preventative Maintenance Program		$250,000
Playground Structure Replacement (Raymond Street Playground)	$75,000	
Fresh Pond Master Plan Implementation		$250,000
Open Space Acquisition Fund		$2,000,000

TOTAL: **$12,735,090**

FY01

Parks and Recreation		$15,685,090	
Donnelly Field/Gold Star Pool	$3,000,000		
King School Playground	$500,000		
Lowell School Playground	$250,000		
Franklin Street Park	$200,000		
West Cambridge Youth Center	$5,500,000		
War Memorial Facility	$6,000,000		
Block Grant Contingency	$95,090		
Golf Course Improvements	$40,000		
Beautification Program	$100,000		
Park Preventative Maintenance Program		$250,000	
Playground Structure Replacement (Maple Ave. Tot Lot)	$75,000		
Fresh Pond Master Plan Implementation		$250,000	
Open Space Acquisition Fund		$2,000,000	
TOTAL			**$18,185,090**

FY02

Parks and Recreation		$7,185,090	
Glacken Field	$750,000		
Maynard School Playground	$200,000		
War Memorial Facility	$6,000,000		
Block Grant Contingency	$95,090		
Golf Course Improvements	$40,000		
Beautification Program	$100,000		
Park Preventative Maintenance Program		$250,000	
Playground Structure Replacement (Lopez Street)	$75,000		
Fresh Pond Master Plan Implementation		$250,000	
Open Space Acquisition Fund		$2,000,000	
TOTAL:			**$9,685,090**

FY03

Parks and Recreation		$1,185,090	
Raymond Street Park	$550,000		
Dana Park	$200,000		
Park Renovations – to be determined	$200,000		
Block Grant Contingency	$95,090		
Golf Course Improvements	$40,000		
Beautification Program	$100,000		
Park Preventative Maintenance Program		$250,000	
Playground Structure Replacement (Bergin Playground)	$75,000		
Fresh Pond Master Plan Implementation		$250,000	
Open Space Acquisition Fund		$2,000,000	
TOTAL:			**$3,685,090**

FY04

Parks and Recreation		$1,185,090	
Park Renovations – to be determined	$950,000		
Block Grant Contingency	$95,090		
Golf Course Improvements	$40,000		
Beautification Program	$100,000		
Park Preventative Maintenance Program		$250,000	
Playground Structure Replacement	$75,000		
Fresh Pond Master Plan Implementation		$250,000	
Open Space Acquisition Fund		$2,000,000	
TOTAL:			**$3,685,090**
GRAND TOTAL FY99-FY04:			***$51,360,540***

- *Not included in above Capital Plan, but under serious discussion:*

Magazine Beach field renovation	$1,500,000
Neville Manor soccer field/improvements	To be funded through the Neville Manor project

Roundtable Item 159F

Discuss capital plan,
five year financial projections,
five year debt issuance schedule,
five year capital plan

September 27, 1999

Roundtable discussion
Held