

Page 47-50 Police. Recommended manning reductions are exceeded in budget. Legislation has been filed to authorize Traffic Department to accomplish all towing duties, and proposals have been made or are under consideration regarding the Academy and charges for details. Chief Davenport already is combining the juvenile and detective bureaus.

Page 50-51 Recommended Fire manning reductions are exceeded in budget. Manager will commence charging rescue service fees.

Page 52-57 Traffic manning reductions. Parking fines will be increased. Manager reports that policy of pursuing unpaid fines on last-in-first-out basis already is in force.

Page 60-61 License. Liquor Licenses going up next year.

Page 62 Public Works. Recommended personnel reductions are exceeded in Budget. Cemetery interment fees going up.

Page 66 Rent Control. Recommendation already submitted. In Rent Control Committee.

Page 73 Human Service Reorganization and staff reductions are in process.

Page 76 School. Recommended staff reductions are exceeded in budget.

Chairman Wylie stated that the Task Force recommendations outlined in Section A had already been considered and included in the Managers Budget submitted to the City Council and would be studied in great detail at the Budget Sessions of the Finance Committee; that the hearing would be concerned with Section B of the Task Force Report which recommendations are not reflected in the Budget which the Citizens Committee believed would produce cash savings in the operation of the City Government.

At the request of the Chairman, City Manager Sullivan responded to the recommendations outlined in Section B of the Report.

The City Manager stated in reference to the recommendation contained in Page 27 of the Report relative to immediate deposit of tax revenues to earn increased interest that he would pursue this objective, that meetings had been held with the Bank, that some savings were possible; that the peak amount on deposit during the revenue collections per day was five million dollars. He noted that the figure of \$18,600 per day, in interest income outlined in the report, could only be reached if the entire revenue of \$68 million due the City was received in one day which was not the case. He stated that he would pursue the recommendation of accelerating tax payments to save interest charges and had received cooperation in the past from large accounts on his request for early payment of tax bills.

In reference to the proposed consolidation, on page 36 of the report, of the License Commission and the Weights and Measures under the City Clerk he stated that legislation would be required; that he had appointed a full-time License Chairman who served with one clerk and had reduced the staff by two clerks.

In response to the Chairman, the City Clerk stated that only four of the six positions budgeted for the office were filled at the present time due to the hiring freeze ordered by the City Manager.

Councillor Vellucci inquired as to whether the Committee had conducted an efficiency study in the License Office.

With reference to sharing in towing fees, page 49 of the Report, the City Manager stated that \$27,000 will be collected this year; that the Department of Public Utilities sets the rates which were increased from \$18.75 to \$25.00 and that the \$27,000 increase resulting from Court action would be reflected in the Budget this year.

With reference to the fees for the City Hospital Parking Lot and the Green Street Parking Garage, on Page 56 of the Report, the City Manager stated that court action has resulted at the Hospital because the parking of cars was not covered in labor negotiations and if the view of the City prevailed, fee increases would be considered. The Manager stated that the Traffic Director would make recommendations in the fee schedule for the Green Street facility.

Chairman Alan Steinert stated that the use of the Dever Boot be considered for repeated violations of the parking regulations.

City Manager James Sullivan stated that he would file a Home Rule Bill to provide for a better percentage return of the fines collected by the State.

In answer to Councillor Crane the Manager stated that \$19,000 had been collected for student violators and more would be forthcoming if identification methods could be improved.

With reference to Page 60 of the Report, the City Manager stated that the Building Superintendent had prepared an increased fee schedule for consideration of the Council.

With reference to Page 61 of the Report, the City Manager stated that lodging fees were paid by Harvard College under protest; that taxi fees were raised from \$5.00 to \$10.00; that legislation would be required to raise taxes on Hotel Rooms, that \$31,000 was received on fees from Lodging Houses and \$60,000 from the Universities.

With reference to the subject Senior Rate Increases on Page 63 of the Report, the City Manager stated that the rates should be sufficient to cover the cost of the service performed; that a rate increase from \$.31 to \$.46 would be the best solution.

Mr. Steinert stated that the Dept. would need a 1½ million dollar increase to meet the deficiency and that overhead costs should be reflected in the rates.

The City Manager stated that the total cost of the Water Department operation was \$2,612,425 and that a revenue increase should be considered.

With reference to the Public Works Department discussion on Page 62 of the Report, the City Manager proposed a collection fee of \$50 per unit and that increased revenue of \$1,700,000.00 from this service would result in a surplus of \$92,000 and the retention of all employees.

With reference to Page 66 of the Report, the Committee had suggested that the Rent Control Board operation be housed in a City Building, with a possible savings of \$28,000 and that School Buildings be considered for this purpose.

The Committee discussed the coming of the Election Commission to City Hall and the possible expansion of the Personnel and Purchasing Departments on the third floor of City Hall.

Councillor Crane suggested that the Police Academy <sup>location</sup> be considered for the Rent Control Board.

On Page 69 of the Report the Task Force had proposed an increase in fees for the operation of the Neighborhood Health Centers which would be sufficient to meet the operating costs and to consider consolidation of some units.

A discussion ensued regarding Golf Course User Fees on Page 70 of the Report and the City Manager stated that \$95,905 revenue was required to cover increased costs and would be provided by increased green fees.

With reference to Page 93 of the Report the Task Force had recommended that reduced working hours for part-time employees would result in savings on Health Insurance costs, a subject which should be considered by the City Council.

The City Manager stated that in reference to Page 98 of the Report, he was adding \$25,000 to the projected cost of fuel and the Energy Commission was involved in reducing this cost which was \$623,860 in 1980.

The City Manager stated that the Hospital Power Plant would require a bond issue of 3½ million dollars to improve its operation.

The City Manager in reference to Page 99 of the Report stated that he would check the 92 vehicles of the City to determine whether they were leaving the City on a nightly basis; that he had stopped vehicle purchases this year and that the increased use of pickups was being considered.

Councillor Wylie informed the Task Force that the Report of the Task Force and the hearing before the Finance Committee would be considered in the upcoming Budget hearings before the full City Council.

The Finance Committee proceeded to a discussion of the Third Section of the Task Force Report, Schedule entitled Administrative or Management Charges, the Implementation of Which Would Not Necessarily Have An Immediate Cash Return.

Councillor Wylie stressed the need for a Budget Director to assist the City Manager in the Budget process.

City Manager James Sullivan stated that all proposed savings should be in place before the Fiscal Year Begins to derive the full amount of the savings.

Councillor Wylie indicated that the City Manager has the responsibility to make suggestions on School and Police Budget.

The City Manager responded that the sum of \$4,461,000 must be cut from the School Department Budget.

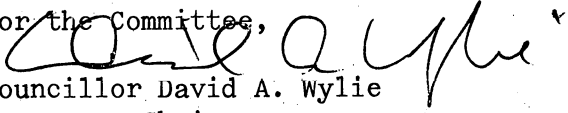
Councillor Wylie stated that the City Manager and the Superintendent of Schools have a responsibility to present key policy issues to the Legislative Bodies of the City.

The City Manager informed the Committee that full valuation was in progress and that all abatements were being reviewed; that the administration was implementing Enterprise Accounting referred to in Page 32 of the Report.

The Committee then discussed the Community Schools Program and Task Force Member Barbara Ackermann stated that the small budget would not provide any opportunity for program cuts and that the program would assume greater importance in the reduction of vandalism in the fall of reduced expenditures for Police and Recreation.

The Committee adjourned at 10:15 p.m. and the Task Force Report and the hearing notes were referred to the Full City Council for their consideration.

For the Committee,

  
Councillor David A. Wylie  
Chairman.

# City of Cambridge

In City Council April 27, 1981

## The Finance

## Committee

to which

comprised of the entire membership of the City Council was referred the Report by the 2½ Citizens Task Force, for review and discussion met on April 14, 1981 in the City Council Chamber.

The task force was created by City Council Order of January 27, 1981 requesting Mayor Francis H. Duehay to create a Committee "to examine the budget and government of the city and its schools and to report not later than March 15 with its recommendations for eliminating waste, abuse, and other unnecessary expenditures, for improving management and efficiency in delivering public services, and for raising additional city revenue without state authority and without increasing the proportion of the costs of city government borne by low- and moderate-income persons".

Councillor David A. Wylie, Chairman of Finance Committee, presided.

Present in the City Council Chamber were: City Manager, James L. Sullivan; Budget Analyst, Louis DePasquale; Task Force Members Alan Steinert and Barbara Ackermann represented the nine member Committee with Staff Member Larry Bifferman.

Councillor Wylie in a memorandum to the members of the City Council indicated that the Task Force Report be divided into three sections, A, B, and C for study by the Committee.

Section A of the communication from Councillor Wylie entitled A Citizens Committee Recommendations Already Contained in the City Manager's Budget stated that since the Manager was required to achieve 15% of the entire projected 2½ budget reductions, while the Citizens Committee was charged with achieving only such reductions as could be realized by improved management, the Manager's budget cuts far deeper in many areas. The City Council will be considering those reductions in the course of the annual budget hearings. At that time certain insights may be available by reference to the Citizen Report, but it would not seem productive to separately consider those items at this time. Referring to Citizen Report page numbers, these items include:

Page 36 City Manager staff reductions

Page 37 Law Department staff reductions.

**REPORT****Committee on** FinanceCitizens 2½ Committee REport  
hearing held April 14, 1981

- 4/27/81 -  
Report Received  
Returned to the  
Budget Hearings  
In City Council,

April 27, 1981