

SUMMARY OF CITY MANAGER'S 1997 - 1998 GOALS

Deliver high quality services. From workforce training and youth programs to permit applications and library services, continue to develop new or refine existing programs to best meet the needs of the Cambridge community. Develop a public information program to "get the word out" and include mechanisms to ensure programs are reflecting citizen's needs. Through close collaborative efforts, ensure the public health needs of the community are met. Continue development of strong partnerships with the School Department to meet the needs of children and families.

Maintain a high quality of life for the residents and businesses of Cambridge. Aggressively address issues such as graffiti, bicycles, trucks and traffic, trash pick up, park maintenance, street cleaning, flower and tree planting to maintain a safe and beautiful city.

Ensure public safety. Involve citizens and police in the formation of policing strategies and implement community oriented policing. Prevent and suppress fires. Provide emergency medical services and hazardous material incident mitigation. Contingency plan for disasters. Effectively manage the public right of ways for safe vehicular and non-vehicular use. Inspect buildings and food handling establishments.

Support the overall diversity of the City's population. Create and maintain affordable housing; provide housing related services to individuals and families in need. Increase the supply of affordable rental and ownership units. Provide case management for formerly rent control protected households. Provide services to homeless individuals/families and those at risk of homelessness. Continue to provide an array of strong human service programs in support of residents' needs.

Maintain a high functioning, diverse work force, reflective of the City's labor market. Deliver superior customer service. Provide training to provide needed skills and development in areas including management development, customer service, diversity, and technical/business skill development.

Ensure fiscal stability, through sound fiscal management, allowing the City to provide high quality services. 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. Foster a strong property tax base; support and enhance a healthy business climate.

Develop and implement a sound capital/infrastructure improvement program. Major initiatives include: the water treatment plant, open space rehabilitation, elementary school construction, sewer/street/sidewalk reconstruction and roadway improvements, technology enhancements, improvements to squares and major corridors, renovations to city buildings, and the removal of physical barriers.



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19.

EXECUTIVE DEPARTMENT
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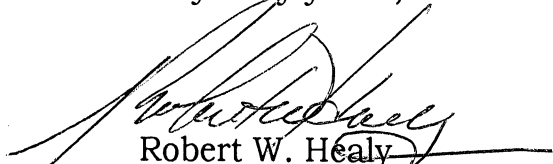
September 22, 1997

To the Honorable, the City Council:

As requested by the City Council in Council Order #68 of June 9, 1997, please find attached a summary list of my goals to be placed on the City Council calendar for quarterly discussion, along with the City Council's goals.

I look forward to a productive discussion on these goals.

Very truly yours,



Robert W. Healy
City Manager

Attachment

Consent Agenda #19

S-601

Relative to a summary list of the
City Manager's goals.

In City Council September 29, 1997

*Placed on File and
Referred to the
Calendar*