

I COME BEFORE YOU TONIGHT TO PRESENT FOR YOUR CONSIDERATION THE CITY BUDGET FOR 1985-1986.

FOR THE LAST TWO NIGHTS, MY STAFF AND I HAVE WORKED AROUND THE CLOCK DISCUSSING, LINE BY LINE, ITEM BY ITEM, EACH DEPARTMENTS BUDGET PROPOSALS.

WE HAVE WORKED DILIGENTLY TO ENSURE THAT THE BUDGET I PRESENT IS ACCURATE AND RESPONSIBLE.

DURING THIS LONG AND SOMETIMES GRUELING PROCESS, I WAS SURPRISED AND OFTENTIMES SHOCKED BY THE REMNANTS OF THE BUDGETARY PRACTICES OF PAST ADMINISTRATIONS.

I VOWED THAT THE BUDGET THAT I WOULD PRESENT WOULD RISE ABOVE ALL OF THAT.

THAT IS WHY I TAKE PRIDE IN PROPOSING TO YOU TONIGHT THE LOWEST INCREASE IN GOVERNMENT SPENDING IN SIX YEARS, AN INCREASE OF 5.5%.....FROM \$171,056,177 TO \$180,469,399.82.

I TAKE PRIDE IN THIS BUDGET BECAUSE I BELIEVE, AFTER LONG HOURS OF DISCUSSION AND HARD WORK, WE HAVE DEVELOPED A BUDGET THAT IS THE MOST HONEST AND RESPONSIBLE REPRESENTATION OF THE TRUE NEEDS OF OUR CITY THAT HAS BEEN PRESENTED TO THIS CHAMBER IN MORE THAN TEN YEARS.

FOR TOO LONG, CITY GOVERNMENT HAS SUFFERED NOT ONLY FROM WASTE, INEFFICIENCY AND CORRUPTION, BUT FROM A BUDGETARY ETHIC BASED ON PROMISES AND STYLE, MIRRORS AND MAGIC, RATHER THAN ON A COMMITMENT TO SOUND MANAGEMENT AND PROGRESS FOR THE FUTURE.

I TAKE PRIDE IN THIS BUDGET BECAUSE IT IS AN HONEST AND ACCURATE PRESENTATION OF WHAT WE NEED TO CONTINUE TO THE COURSE WE HAVE SET TOWARD REBUILDING A MODERN AND STREAMLINED CITY GOVERNMENT.

THE CHOICES HAVE NOT BEEN EASY - THEY SELDOM ARE. WE ARE BEGINNING TO REBUILD FROM THE PAST.

WE HAVE GONE A LONG WAY TO RESTORE CONFIDENCE IN A PROFESSIONAL CITY GOVERNMENT ABLE TO EFFECTIVELY AND EFFICIENTLY RESPOND TO THE NEEDS OF A CHANGING CITY.

NOW WE MUST MAKE THE TOUGH DECISIONS THAT WILL GIVE US THE MEANS AND THE TOOLS TO CONTINUE ON THAT COURSE, WHILE WE PAY FOR THE SINS OF THE PAST.

WHILE PREPARING THIS BUDGET, I REALIZED THAT GOVERNMENT, LIKE ANY HOUSE IN ANY NEIGHBORHOOD, CAN FALL INTO DISREPAIR THROUGH NEGLIGENCE.

THE STRUCTURE SUFFERS IF PREVENTIVE MAINTENANCE IS NOT ROUTINELY PROVIDED.

IN THE PAST, THE DEVASTATING EFFECTS OF NEGLECT WERE COVERED WITH A GLOSSY NEW PAINT JOB AND SOME FANCY LANDSCAPING - BUT FOR HOW LONG COULD WE AFFORD TO SACRIFICE THE INTEGRITY OF THE STRUCTURE FOR A GLITTERY FACADE?

NOW IT IS TIME TO REBUILD. IT IS TIME FOR ALL OF US TO MAKE THE TOUGH DECISIONS NECESSARY TO RESTORE THE STRUCTURE OF GOVERNMENT.

THE BUDGET I AM PROPOSING CALLS FOR A \$2.88 INCREASE IN THE TAX RATE.

I BELIEVE THIS TO BE A NECESSARY AND RESPONSIBLE INCREASE THAT WILL ALLOW US TO REBUILD FROM THE NEGLECT OF THE PAST, WHILE PROVIDING THE NECESSARY TOOLS TO ENSURE CONTINUED PROGRESS IN THE FUTURE.

THIS INCREASE IS BASED ON AN HONEST BUDGET THAT DOES NOT INCLUDE STATE AID THAT MAY BE FORTHCOMING.

I WILL BE WORKING WITH THE CITY COUNCIL TO DETERMINE HOW ANY STATE AID FUNDS WOULD BE APPLIED TO THE BUDGET.

THERE ARE THREE AREAS THAT I WOULD TARGET FOR THESE FUNDS.

THE FIRST IS, OF COURSE, REDUCING TAXES; THE SECOND IS REDUCING THE CUMULATIVE DEFICIT WHICH NOW STANDS AT 5.5 MILLION; AND THE THIRD IS CAPITAL DEVELOPMENT.

I INHERITED A \$5.5 MILLION CUMULATIVE DEFICIT WHEN I BECAME MAYOR, AND AS REQUIRED BY LAW, WE HAVE PUT OUR BUDGET SURPLUSES TOWARD PAYING OFF THAT DEBT.

WE ARE ALSO REQUIRED TO PAY OFF A PERCENTAGE OF THAT DEBT EACH YEAR. THIS BUDGET INCLUDES A FIVE YEAR DEFICIT REDUCTION PLAN DESIGNED TO MEET THE REQUIREMENTS OF THE LAW AND TO LIFT THE BURDEN OF IRRESPONSIBLE PAST PRACTICES FROM THE BUDGET PROCESS OF THIS CITY.

I HAVE INTRODUCED A LEGISLATIVE PACKAGE TO THE GENERAL ASSEMBLY THAT WILL, IF ENACTED, INCREASE OUR REVENUES AND HELP SHIFT THE BURDEN OF FUNDING FROM THE TAXPAYER.

I NEED YOUR SUPPORT AND THE SUPPORT OF THE PEOPLE OF PROVIDENCE IN LOBBYING FOR OUR LEGISLATIVE PROGRAM.

I BELIEVE THAT THE LEGISLATIVE PROPOSALS I HAVE MADE ARE AN HONEST AND RESPONSIBLE EFFORT TO ADDRESS PROBLEMS THAT HAVE BEEN LEFT UNADDRESSED FOR TOO LONG.

I AM DISCUSSING WITH REPRESENTATIVES OF TAX-EXEMPT PRIVATE INSTITUTIONS AND WITH THE PROVIDENCE DELEGATION, WAYS TO FAIRLY DISTRIBUTE THE COSTS OF PROVIDING SERVICES TO THOSE INSTITUTIONS.

I AM LOOKING TO ENSURE THAT THE STATE PROVIDES AIDE TO OUR LIBRARIES AND TO ROGER WILLIAMS PARK. THESE ARE AREAS THAT SERVE NOT ONLY THE PEOPLE OF PROVIDENCE, BUT EVERYONE IN THE STATE.

I AM PROPOSING A BUDGET THAT UNDERSCORES MY COMMITMENT TO REBUILDING THE INTEGRITY AND DIGNITY OF THE NEIGHBORHOODS, WHILE ENSURING THE POTENTIAL FOR FUTURE GROWTH THROUGH MODERNIZATION OF ANTIQUATED SYSTEMS AND PROCEDURES.

TO BEGIN THE LONG OVERDUE PROCESS OF REBUILDING THE STRUCTURE OF GOVERNMENT, I HAVE CREATED A SEPARATE DIVISION OF ADMINISTRATION WITHIN THE MAYOR'S OFFICE TO COORDINATE ALL ASPECTS OF CITY GOVERNMENT. FOR TOO LONG, CITY DEPARTMENTS HAVE BEEN RUN WITHOUT ANY OVERALL PLAN OR POLICY, WITHOUT ANY SYSTEM OF COORDINATION.

THE ABILITY OF GOVERNMENT TO EFFICIENTLY DELIVER CITY SERVICES HAS SUFFERED. A MANAGEMENT LEVEL DIVISION WITHIN THE MAYOR'S OFFICE HAS BECOME ESSENTIAL TO ENSURE THAT WE CAN RESPONSIBLY ADDRESS THE NEEDS OF A CITY ON THE MOVE AGAIN.

I HAVE GONE TO THE NEIGHBORHOODS OF OUR CITY. I HAVE BROUGHT MY NEIGHBORHOOD COUNCIL, AND WE HAVE HEARD THE PROBLEMS THAT HAVE BECOME COMMON IN MODERN CITY LIFE.

SOME OF THE STORIES I HAVE HEARD ARE TROUBLESOME, SOME ARE HEARTWARMING, AND SOME ARE COURAGEOUS.

THE PROBLEMS ARE MANY AND VARIED. THE ANSWERS ARE NOT EASY, AND THE SOLUTIONS ARE NOT CHEAP.

TELL THE OLD WOMAN IN ELMWOOD WHO HAS BEEN TOUCHED BY VIOLENT CRIME AND IS AFRAID TO WALK THE STREET THAT THERE IS NOT ENOUGH MONEY FOR NEW POLICE CARS.

TELL THE CHILDREN IN SOUTH PROVIDENCE WHO HAVE RATS IN THEIR OWN BACKYARDS THAT THERE IS NOT ENOUGH MONEY FOR A PROGRAM WHICH WILL ALLOW THEM TO PLAY IN SAFETY, RATHER THAN FEAR.

EACH OF US HAS OUR OWN IDEA ON WHERE TO BEST SPEND THE LIMITED RESOURCES BASED ON OUR OWN CONCERNS AND DREAMS.

I WOULD LOVE TO HAVE ALL THE ANSWERS, BUT NONE OF US COULD AFFORD THE BILL.

IN PREPARING THIS PROPOSED BUDGET, I HAVE PLACED AN EMPHASIS ON RESTORING THE QUALITY OF LIFE TO THE NEIGHBORHOODS OF PROVIDENCE AND REBUILDING GOVERNMENT FROM THE NEGLECT AND CORRUPTION OF THE PAST.

WITHIN THE NEXT SEVERAL WEEKS, I WILL BE SUBMITTING TO YOU A COMPREHENSIVE NEIGHBORHOOD STRATEGY PROGRAM THAT WILL INCORPORATE ALL ASPECTS OF HEALTH, SAFETY, WELFARE, EDUCATION, RECREATION AND SERVICES THAT CONCERN THE PEOPLE OF OUR COMMUNITY.

TO ADDRESS THE PROBLEMS OF THE NEIGHBORHOODS, I AM REQUESTING THAT THE CITY PURCHASE 40 NEW POLICE CRUISERS IN ADDITION TO THE 14 VEHICLES ALREADY PURCHASED.

I AM REQUESTING THAT THREE NEW RADAR UNITS BE PURCHASED TO ASSIST THE POLICE IN COPING WITH THE PROBLEM OF SPEEDING IN THE RESIDENTIAL AREAS OF OUR CITY.

LAST NIGHT, I SWORE IN 30 NEW POLICE OFFICERS TO BRING THE POLICE FORCE TO FULL COMPLEMENT FOR THE FIRST TIME IN YEARS.

WE WILL BE STARTING A NEW POLICE SCHOOL IMMEDIATELY TO ENSURE THAT OUR GOAL OF CONTINUING TO MAINTAIN A FULL COMPLEMENT OF POLICE OFFICERS AT ALL TIMES IS MET.

I WILL ALSO BE STARTING ON A THREE-YEAR PROGRAM TO REPLACE ALL STREET SIGNS IN THE CITY OF PROVIDENCE.

IT IS EASY FOR US TO DRIVE AROUND THE CITY AND JUST LOOK AT A SIMPLE THING LIKE A STREET SIGN. MANY ARE GONE AND MANY ARE DIFFICULT TO READ.

THIS YEAR ALONE WE WILL HAVE ALL NEW STREET SIGNS AT THE 50 MAJOR INTERSECTIONS OF OUR CITY. THIS WILL GIVE A BETTER APPEARANCE TO THE CITY OF PROVIDENCE. I REALIZE THAT THIS IS JUST A SMALL ITEM, BUT THIS IS THE TYPE OF THING THAT WE ARE TALKING ABOUT. THIS IS THE TYPE OF SITUATION THAT, IF NEGLECTED, WILL TURN INTO A GREAT PROBLEM.

PARKING IS A MAJOR CONCERN OF EVERYONE I HAVE MET WITHIN THE NEIGHBORHOODS. I WILL BE ANNOUNCING, IN THE FUTURE, A COMPREHENSIVE PARKING PLAN FOR THE DOWNTOWN AREA AND FOR THE NEIGHBORHOODS. I HAVE INSTRUCTED THE TRAFFIC ENGINEER TO COMPLETE THAT PLAN AS QUICKLY AS POSSIBLE.

BUT, WE HAVE INCLUDED IN THIS BUDGET FOUR HUNDRED NEW PARKING METERS THAT WILL BE USED TO CREATE FOUR HUNDRED ADDITIONAL LEGAL PARKING SPACES IN THE CITY.

I CANNOT SAY THAT THIS IS AN AUSTERE BUDGET BECAUSE THE PROBLEMS THAT THIS CITY HAS FACED AND THE CORRUPTION OF THE PAST DOES NOT ALLOW US TO BE AUSTERE JUST YET.

HOWEVER, IT IS AN HONEST BUDGET THAT ADDRESSES OUR NEEDS.

WE HAVE A NET REDUCTION OF 24 JOBS AND THIS BUDGET ASSUMES NO LAYOFFS FOR CITY EMPLOYEES.

IN THE AREA OF PUBLIC WORKS, A TROUBLED DEPARTMENT THAT IN THE PAST HAS SYMBOLIZED THE KIND OF GOVERNMENT POLICIES AND OPERATIONS THAT HAVE BECOME COMMONPLACE IN OUR CITY, WE ARE LOOKING TO PROVIDE SOME FUNDING FOR CAPITAL IMPROVEMENTS TO BEGIN TO REBUILD FROM THE DEVASTATION OF THE PAST.

THE MANAGEMENT STUDY HAS TALKED ABOUT BUILDING AND MAINTAINING THE PUBLIC WORKS GARAGE. SEVENTY-FIVE THOUSAND DOLLARS HAS BEEN APPROPRIATED TOWARDS THIS GOAL. THERE IS A PROGRAM TO START THAT PROCESS TO REBUILD THAT GARAGE AT PUBLIC WORKS SO THAT, HOPEFULLY, IT WILL BE TRANSFORMED INTO ONE LIKE THAT IN HARTFORD, CONNECTICUT, WHICH IS PAINTED AND WELL LIT.

I DON'T HAVE TO GIVE YOU A LONG LITANY OF THE TYPE OF EQUIPMENT WE HAVE IN PUBLIC WORKS, BECAUSE WE DON'T HAVE ANY, AND IT'S AN EMBARRASSMENT TO THE PEOPLE OF PROVIDENCE. IF WE WANT SERVICES FROM THIS DEPARTMENT, WE MUST GIVE THEM THE EQUIPMENT THEY NEED. THIS BUDGET INCLUDES ONE HUNDRED EIGHTY THOUSAND DOLLARS TO PURCHASE EQUIPMENT AND BEGIN THE PROCESS OF REBUILDING PUBLIC WORKS.

IN THE AREA OF PERSONNEL, WE NOW HAVE AN OFFICE THAT IS PROFESSIONAL, AND WE ARE GOING TO GIVE IT THE TOOLS TO MANAGE AND OPERATE EFFICIENTLY.

WE WOULD ALL LIKE TO BE ABSOLUTELY SURE THAT THE CITY IS CAPABLE AND EQUIPED TO REMOVE SNOW FROM EACH STREET AS QUICKLY AS POSSIBLE AND AS SOON AS POSSIBLE.

HOWEVER, THAT WOULD COST US TOO MUCH MONEY. WE WOULD HAVE TO SPEND MILLIONS TO EQUIP OURSELVES TO THAT LEVEL, AND NO ONE COULD AFFORD IT.

ADDITIONALLY, THIS BUDGET CALLS FOR A CONCENTRATED CODE ENFORCEMENT PROGRAM THAT WILL REQUIRE INSPECTORS TO SURVEY THE STREETS OF A GIVEN NEIGHBORHOOD AND CITE ALL VIOLATIONS ON THOSE PROPERTIES THAT ARE SIGNIFICANTLY AFFECTING OTHER PROPERTIES IN THAT AREA.

THE INSPECTORS WILL BE ASSIGNED THE RESPONSIBILITY OF FOLLOWING EACH CASE FROM ITS ORIGIN -- THROUGH DISTRICT COURT, IF NECESSARY.

IT CALLS FOR A RESPONSIBLE DEBT SERVICE PLAN TO REDUCE OUR CITY'S SHORT-TERM LIABILITY TO ENSURE A SOUND FUTURE FINANCIAL STRUCTURE FOR THE CITY.

TO INCREASE OUR BOND RATING AND BECOME FINANCIALLY SOUND,
THE REDUCTION OF OUR LONG-TERM OBLIGATIONS IS NECESSARY.

WE ARE ON THE THRESHOLD OF A NEW ERA FOR OUR CITY. WE MUST
DISMISS OLD PRACTICES AND ASSUME RESPONSIBILITY FOR THE
CARE OF OUR CITIZENS AND OUR CITY.

TOGETHER, WE HAVE THE TASK OF REBUILDING PROVIDENCE AND WE
MUST LIVE UP TO THAT CHALLENGE. THE BUDGET WHICH I PRESENT
TO YOU TONIGHT REFLECTS A RESPONSIBLE, HONEST AND FAIR
ESTIMATE OF WHAT IS REQUIRED TO ENSURE THAT THE NEEDS OF
THE PEOPLE OF PROVIDENCE ARE MET.

AS ELECTED OFFICIALS, WE MUST HAVE THE COURAGE TO MAKE THE
TOUGH DECISIONS AND TAKE THE FIRST BOLD STEPS TOWARD A
FUTURE OF PRIDE AND PROGRESS FOR PROVIDENCE.

THANK YOU.