

| | CHARTER COMMISSION | SPECIAL ACT | LOCAL AMENDMENT |
|-----------------|--|--|--|
| Legal Authority | Mass Const. Amend Art. 2 Sec.3 MGL Ch 43B Sec.3-9 | Mass Const Amend Art. 2 Sec.8 | Mass Const Amend Art 2 Sec.4 MGL Ch 43B Sec.10 |
| Process | <ol style="list-style-type: none"> 1. Petition filed at Election Commission by 15% of voters eligible to vote in last election 2. Certification by Election Commission and report to Council within 10 days 3. City Council orders that question be put on ballot for next regular election on or after 60 days from order date. 4. Candidates for charter commission file nomination papers signed by 100 voters. 5. If a majority of the votes favor charter reform, the 9 candidates with the most votes are elected to the commission. 6. Within 16 mos. of its election, commission prepares preliminary report, publishes in newspaper and sends to A.G. 7. Within 4 weeks of publication, commission holds public hearings and AG gives written opinion of any conflicts. 8. Within 18 mos. of its election commission submits final report to Council for vote on proposed revisions at the first regular city election at least 2 mos after submission to Council | <ol style="list-style-type: none"> 1. By majority vote the City Council adopts an order petitioning the General Court to revise the charter as specified in its proposed home rule legislation.. 2. General Court enacts special legislation revising the charter. | <ol style="list-style-type: none"> 1. By a 2/3 vote the City Council may propose charter amendments or vote on amendments suggested to it in writing by the Mayor, City Manager, member of the City Council or by petition of 100 registered voters. 2. No later than 3 mos after petition is filed with the City Clerk, the City Council must order a public hearing. 3. Hearing must be held no later than 4 mos after filing of petition and must be advertised at least 7 days in advance in newspaper. 4. City Council must take final action on petition no later than 6 mos after petition was filed. 5. After Council's 2.3 vote of approval, petition goes to AG and becomes effective 4 weeks after submission to AG. 6. Proposal for charter amendment goes on ballot for first city election held at least 2 mos after effective date. |

| | CHARTER COMMISSION | SPECIAL ACT | LOCAL AMENDMENT |
|-------------------|---|--|---|
| Length of Process | 2 ½ years | At local level, could be as short as 1 week for adoption of Council order on home rule petition, plus length of time for enactment by state legislature and possibly voter approval. | 4-5 months minimum |
| Other | Charter commission is not limited to consideration of amendments proposed in original petition, it can recommend whatever it chooses, from total change to tiny revision. | No clear legal authority on whether voters must approve the charter revision, but putting the revision on the ballot is "traditional" according to Mass Practice | Cannot be used for any change in charter relating to the composition, mode of election or appointment or terms of office of the legislative body or city manager. |

B

To: The Honorable, the City Councillors
From: Elie Yarden, 143 Pleasant Street, Cambridge, MA02139
For: Ordinance Committee Meeting of October 27, 1999
Subject: Petition for Amendment of Plan E

Because the plan to strengthen the Plan E City Council form of government in Cambridge by having the Council assume the duties of appointing boards and commissions is the work of a number of individuals, one can be sure that different, if similar, motivations were at work. That the people who worked together to assemble the petition in its details were, so to speak, coming from different places. For myself, I must admit to a lack of originality. The idea entered my thinking as a result of an invitation to a 'community symposium,' *A New Way of Talking About Planning and Development in Cambridge*, presented by The Cambridge Center of Adult Education. The listed keynote speaker was Dean Kubani, Director of Sustainable Development, Santa Monica, California. Thus I found out about the *President's Commission for Sustainable Development* (PCSD on the Internet), chaired by Ron Brown before his untimely death. I found out about new efforts at City Planning in other parts of the country. And, not least, I learned about a city whose demographics are somewhat similar to those of Cambridge and also similar in being located within a large metropolitan area requiring regional services. Most interesting, it has a form of government consisting of an elected City Council and an appointed City Manger. The most striking difference is that the City Council is the appointive authority for boards and commissions.

But far more important is my concern with civic democracy as a principal of political life, and a recognition of its dependence on popular vigilance. Plan E government is peculiar in that it fails to separate the legislative and executive powers, placing both in a single elected City Council. I am firm in my support of this way of doing things, not because it is preferable as such to some other plan available in the Commonwealth, but simply because it is there, can be made to work on behalf of the city, and because of a deep-seated suspicion that changing the *form* of government is too often a subterfuge for insuring unchanging hegemony. How, in a racist society, could this be otherwise? My commitment to proportional representation is even stronger, partly out of dislike for a winner-take-all system of election. But here as well, political behaviors count for more than systems: one can easily observe candidates trying to invent geographical constituencies where there are none, and indulging sectional loyalties when the future of the city as a whole is at stake.

There are no alternatives to genuine citizenship, to the political, to educated participation in the social life of the city, if we are to remain civilized. Cambridge is the wonderful place it is, not because it is well managed or poorly managed, but because of

the political association and activity of its population. We have learned to expect much of ourselves in the way of initiatives, ideas, policing the agencies of city government, using the courts to protect our city from the collaborations of city officials with outside financial and commercial interests, protecting the city from physical harm. We now must strengthen our elected government.

The chief merits of the proposal to have the City Council appoint the Planning Board are:

Political: It provides for the practice of selecting, in a public process those who shall work on planning for the future of the City. Thus the very foundation of civic life--the ability of citizens to consult openly, freedom of discussion, the accommodation of difference, the inclusion of opposing views in making choices--is developed and enhanced through regular practice.

Practical: The city is one of the wealthiest cities in the world. Not a small part of that wealth lies in the abilities and talents of its citizens. Under the present system of selection of members of the Planning Board, it is impossible to get many citizens to offer their services. Too many people presume that education, knowledge, experience and concern with quality of civic life are irrelevant by comparison with readiness to subserve an agenda imposed by outside corporate investment. In an open process, we would know who was a candidate, and how the choices were made. We would get more from the work of the board.

Accountability: The regular rotation and selection of Planning Board members requires that the City Council be aware of and responsible for the consequences of its choices. Since the Planning Board would continue to have available to it the finest professional expertise of civil servants, the consulting of that expertise would be dictated by its perceived need. As matters stand today, the Planning Board does almost no planning, and is reducing contact with the citizens for whom it is supposed to plan.

The best way of understanding the value of our proposals is to read and think about the attached passage from Alexis de Tocqueville, *Democracy in America*, Volume II, Book 4

Petition for Amendment of Plan E

FINAL / 15 May 1999 / Page 1

Part A. Amend the Charter of the City of Cambridge

The Council is hereby petitioned by the undersigned to act pursuant to rules of the Home Rule Amendment Procedure specified in M.G.L. c. 43B §10 et al, and thereby place before the voters of Cambridge in the general election of 1999 the following amendment of the Plan E Charter as applicable to Cambridge:

- A.1 Amend the existing text of Chapter 43, Section 97, "City Council; Powers and Duties; Organization", as applicable to the City of Cambridge, by adding to the end of this section a new and additional paragraph reading as follows:

"The city council, by simple majority vote amending the municipal ordinances of the City of Cambridge, may elect to assume the powers and duties of appointments to, and removals from, local boards and commissions, including but not limited to the Planning Board, the Zoning Board of Appeals, the License Commission, the Historic Commission, and the Conservation Commission. Having so assumed any such powers and duties, the Council may, by two-thirds majority vote, repeal such ordinances and delegate to the City Manager said powers and duties."

- A.2 Amend the existing text of Chapter 43, Section 104, "Powers, Rights and Duties of the City Manager", as applicable to the City of Cambridge, by adding a phrase (**bold italics, below**) to the third sentence, such that this sentence shall read in its entirety as follow:

"He shall make all appointments and removals in the departments, commissions, boards and offices of the city for whose administration he is responsible, except as otherwise provided by this chapter **and by Section 97 as amended for the City of Cambridge**, and shall perform other such duties as may be prescribed by this chapter or be required of him by ordinance or resolution of the city council."

Part B. Amend the Municipal Ordinances

The Council is hereby petitioned by the undersigned to amend the municipal ordinances of the City of Cambridge by deleting in its entirety the existing Chapter 2.68, "PLANNING BOARD", and replacing said Chapter with new text reading as follows:

"Chapter 2.68 PLANNING BOARD

"Section 2.68.010 **Established — Term — Appointment.** The Planning Board of the City, established under the provisions of M.G.L., c. 41 § 81, shall consist of seven members and two associate members. The City Council shall appoint such members and associates for terms of three years. Any member of the Planning Board must be a resident of Cambridge. Beginning and end dates of terms shall be staggered such that at least two terms, and not more than four terms, expire in any given calendar year. Appointment of each or any Planning Board member shall occur only after (a) advertisement of a vacancy; (b) receipt of written application for the position; and (c) a public hearing prior to appointment, at which the candidate member is formally introduced to the Council and the city. Appointments to the Board shall be confirmed by a simple majority of five (5) votes.

"Section 2.68.020 **Organization.** The Board shall choose a Chair and a Secretary from its own membership each time a new member is appointed; those previously serving as Chair or Secretary are eligible to continue indefinitely in said capacity until their terms of appointment expire. The Chair may designate an associate member to sit on the Board for purpose of acting on a special permit application in the case of absence, inability to act, or conflict of interest on the part of a member of the Board, or in the event of a vacancy on the Board. The Secretary shall be responsible for supervising maintenance of records of the Board, including written transcripts of discussions and testimony as recorded by stenographer or audio tape, and documentation submitted to the Board.

Petition for Amendment of Plan E

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“Section 2.68.030 Powers. The Board shall have all powers and authority, and perform the duties set forth in M.G.L., c. 41 §81, relative to local planning boards and under any acts in amendment or additions thereto. Duties shall include the preparation and filing of an annual report to the Council and Manager pursuant to the requirements of M.G.L., c. 41 §81C.

“Section 2.68.040 Vacancies — Tenures— Removals. Vacancies occurring on the Board shall be filled by appointment of the Council. Vacancies occurring other than by expiration of term shall be filled for the unexpired term. Upon expiration of his/her term, any Board member or associate may apply for re-appointment, except that no member or associate may serve longer than nine (9) consecutive years unless his/her appointment is confirmed by a reinforced majority of six (6) votes of the City Council. The City Council may remove a member or associate from the Board pursuant to M.G.L., c. 41 §81A.

“Section 2.68.050 Transition. On the first business day greater than ninety (90) calendar days from the ordination of this new Section 2.68, the Planning Board previously organized under M.G.L. c. 41 §70 shall be permanently dissolved. So that continuous service of the Planning Board is not disrupted, the City Council shall use the 90-day interval between ordination of this new Section 2.68 and dissolution of the pre-existing Board to advertise vacancies, receive applications, and make appointments to the Planning Board organized under M.G.L. c. 41 §81. From the date of ordination, vacancies shall be advertised within thirty (30) calendar days; public hearings regarding candidate members shall be complete within seventy-five (75) days; and appointments shall be confirmed within ninety (90) days. Board members and associates appointed by the Manager under M.G.L. c. 41 §70 are eligible to apply for re-appointment under M.G.L. c.41 §81, and shall be duly considered by the City Council along with all other applicants. This Section 2.68.050 shall expire automatically on the date of the first meeting of the newly appointed Planning Board, and thence be deleted from the municipal ordinances.”

<< END OF NEW SECTION 2.68 >>

<< END OF PETITION >>

GENERAL LAWS OF MASSACHUSETTS

Chapter 43: Section 104. Powers, rights and duties of city manager.

Section 104. Except as otherwise specifically provided in this chapter, it shall be the duty of the city manager to act as chief conservator of the peace within the city; to supervise the administration of the affairs of the city; to see that within the city the laws of the commonwealth and the ordinances, resolutions and regulations of the city council are faithfully executed; and to make such recommendations to the city council concerning the affairs of the city as may to him seem desirable; to make reports to the city council from time to time upon the affairs of the city; and to keep the city council fully advised of the city's financial condition and its future needs. He shall prepare and submit to the city council budgets as required of the mayor by section thirty-two of chapter forty-four and, in connection therewith, may, to the extent provided by said section thirty-two in the case of a mayor, require the submission to him, by all departments, commissions, boards and offices of the city, of estimates of the amounts necessary for their expenses. He shall make all appointments and removals in the departments, commissions, boards and offices of the city for whose administration he is responsible, except as otherwise provided in this chapter, and shall perform such other duties as may be prescribed by this chapter or be required of him by ordinance or resolution of the city council. The city manager shall have and possess, and shall exercise, all the powers, rights and duties, other than legislative, had, possessed or exercised, immediately prior to the adoption of this plan, by the mayor, board of aldermen, common council and all other boards, commissions and committees of the city and their members, severally or collectively, except such as are by this chapter conferred upon the school committee or are otherwise provided for thereby.

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TO: The Honorable, the City Councillors
FROM: Elie Yarden *EY*
RE: Petition for Amendment of Plan E
DATE: July 22, 1999 for Council Meeting of July 26, 1999

1999 JUL 22 P 4: 36
OFFICE OF THE CLERK OF THE CITY OF CAMBRIDGE, MASSACHUSETTS

You have before you a signed petition requesting the City Council to place before the voters of the City of Cambridge in the general election of 1999 an amendment of the Plan E Charter which would enable the City Council to appoint certain boards and commissions. In addition the petitioners request that the Municipal Ordinances be amended to create a Planning Board appointed by the City Council.

We ask that this petition be dealt with in such a manner as to allow the fullest possible discussion before placing it on the ballot. This may necessitate scheduling special meetings of a committee for the sake of a public hearing. The date by which the Election Commission would like to have the petition is September 21. The deadline for the final wording is September 28, 1999. While the actions of the members of the City Council will affect the ability of the citizens and of the Councillors themselves to undertake a serious discussion of the ballot question, it is probable that the fullest discussion of the substance will occur after it is placed before the voters. It is important that any action taken by the Council at its meeting of July 26th protect and facilitate freedom of discussion rather than thwart it.

Some of the signers of the petition will be present at the July 26 Council meeting to answer questions.



OFFICE OF THE CITY CLERK

CITY OF CAMBRIDGE

(617) 349-4260

FAX (617) 349-4307

tty/TDD (617) 492-0235

D. MARGARET DRURY
CITY CLERK

DONNA P. LOPEZ
DEPUTY CITY CLERK

July 29, 1999

Mr. Elie Yarden
143 Pleasant Street #2A
Cambridge, MA 02138

Dear Mr. Yarden:

Please be advised that this office is in receipt of a communication from Russell B. Higley, City Solicitor, regarding your petition to amend Plan E.

I have been requested to forward this information to you for your attention.

Very truly yours,

A handwritten signature in cursive script that reads "Donna P. Lopez".

Donna P. Lopez
Deputy City Clerk

DPL/ms

Enc.

Russell B. Higley
City Solicitor

Donald A. Drisdell
Deputy City Solicitor

Nancy E. Glowa
First Assistant
City Solicitor



Arthur J. Goldberg
Supervising
Legal Counsel

Legal Counsel
Birge Albright
Gail S. Gabriel
Linda A. Stamper
Vali Buland
Cheryl Anne Watson

CITY OF CAMBRIDGE

Office of the City Solicitor
795 Massachusetts Avenue
Cambridge, Massachusetts 02139

July 27, 1999

Robert W. Healy
City Manager
City Hall
Cambridge, MA 02139

Re: *Petition for Amendment of Plan E*

Dear Mr. Healy:

I am responding, through you, to a request from Mayor Duehay regarding the procedural requirements that must be followed in response to the Petition for Amendment of Plan E which was received by the City Council at last night's meeting.

M.G.L. c. 43B, §10 provides a local process for charter amendments (with some exceptions) which appears to be available to accomplish the proposed charter change contained in the referenced petition. In order for such a petition to be placed on the ballot, the following procedural steps must be accomplished:

1. The City Council must, within three months of the filing of the petition with the City Clerk, hold a hearing on the petition.
2. The Council must provide at least seven days notice of a public hearing on the petition to be held before either the Council or a committee selected for the purpose. If the matter is heard by a committee, the committee must report its recommendations to the Council. The public hearing must occur within four months of the filing of the petition with the City Clerk. A final vote by the City Council on approval of the petition must occur within six months of the filing of the petition with the City clerk.
3. If, after holding a hearing on the petition, the City Council votes by a two-thirds majority to approve the petition, then the petition must be referred to the Attorney General and the Department of Community Affairs, and the order approving the petition shall not take effect until four weeks after such submission.

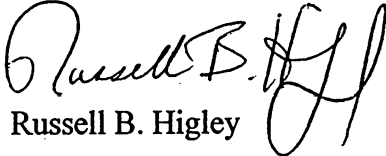
4. A proposed charter amendment under c.43B, §10 must be submitted to the voters at the first regular city election held at least two months after the order proposing the charter amendment became effective. The order only becomes effective after it has been approved by the City Council and submitted to the Attorney General and four weeks have passed after the submission to the Attorney General.

5. The proposed charter amendment must be submitted to the voters on a written ballot question which includes a summary prepared in accordance with the statute and filed with the Board of Election Commissioners no later than thirty-five days before the election.

6. The City Council must cause the proposed charter amendment to be printed and a copy to be distributed to each residence of one or more registered voters. Such distribution must occur no later than two weeks before the election at which the question of amending the charter is to be submitted to the voters.

These are the primary procedural considerations that the City Council should be aware of in acting on the proposed charter amendment. My staff is meeting with the City Clerk and staff for the Board of Election Commissioners to identify additional procedural and logistical matters. We will inform the City Council of any additional requirements identified. Please let me know if I can be of further assistance in this matter.

Very truly yours,


Russell B. Higley

cc. Mayor Francis Duehay ✓
Margaret Drury

To: City Council Ordinance Committee
From: John W Gintell for the Cambridge Civic Association
Date: December 7, 1999
Subject: Proposed change to the Planning Board

The Cambridge Civic Association, a fifty-five year old membership organization, is opposed to changing the Planning Board from appointment by the City Manager to appointment by the City Council.

1. We are strongly committed to the separation of powers between the City Manager and the City Council of the Plan E form of government and believe that the proposed change is not consistent with its design and intent.
2. This board, like all other boards, is supposed to perform extremely important functions for the future well being of residents and businesses in Cambridge. The intent of the charter is to take all board and employee appointments out of the political realm and into the professional realm of the City Manager. The planning board is no different than any of the boards.
3. Appointment by the City Manager is much more likely to constitute a hard-working, effective board filled with well-intentioned, qualified people with appropriate skills.
4. The potential for conflict of interest will be less with non-political appointments; we have all seen numerous instances in other cities of scandals involving planning board members.
5. The City Council has little record of making appointments. It has had considerable difficulty in its few opportunities (e.g. election of Mayor, and hiring of the City Clerk and City Auditor, all of which have been divisive among the members). We would be opposed to the potential "horse-trading" among councilors in making selections.
6. The City Council does not cede any power by not having appointment authority since it has the approval power for all zoning changes and other regulations that form the basis on which the planning board operates and makes decisions.
7. The City Council should for this board, as well as all the others, insist that the City Manager make timely appointments, fill vacancies promptly and hold the City Manager accountable for the effective execution of the appointment process. (We are strongly opposed to a repeat of this year's wholesale appointment frenzy).

Amendments to the ordinance should be considered:

1. Increase the public visibility of the Planning board and its actions with some changes on meeting schedule, timing, content notification, and results publication. (The recent move of meetings to the Senior Center is a large improvement.) The meetings should be televised on the Municipal Channel. The proposals being considered and the amendments and actions taken should be made available on the city web site in a timely fashion.
2. The board is currently constituted of 7 members with 2 alternates each appointed for five year terms. The ordinance should be changed so that the appointments are distributed year-to-year so they can not all occur at the same time.

FAX to: 617-349-4269 Date 12/8/99 No. of Pages: 1

Name: ORDINANCE COMMITTEE

Company:

From: JOHN R. MOOT

National Fiber Technologies, Ltd.
300 Canal St. Lawrence, MA 01840

FAX: 978-686-1497
Phone: 978-686-2964
www.nftech.com

Subject: Plan E Amendments

As an alternative to a charter change, I should like to suggest that the Council consider that it request the City Manager to adopt the following procedure in making appointments to all Boards that have judicial or fiscal powers.

The City Manager would submit the name of his proposed nominee to the City Council for its advice before making the official appointment. The Council would respond only that it believed the individual was appropriate for the position or not. The City Manager would take that reaction into consideration and either make the appointment or not, as he chose.

If any vote was taken by the Council, it would be by secret ballot only so that the reactions of any individual Councilor would not be known.

Thank you for your consideration
John R. Moot

CAMBRIDGE, MASSACHUSETTS
CITY CLERK

1999 DEC -8 P 2:37

Chapter 6

WHAT SORT OF DESPOTISM DEMOCRATIC NATIONS HAVE TO FEAR

I NOTICED DURING MY STAY in the United States that a democratic state of society similar to that found there could lay itself peculiarly open to the establishment of a despotism. And on my return to Europe I saw how far most of our princes had made use of the ideas, feelings, and needs engendered by such a state of society to enlarge the sphere of their power.

I was thus led to think that the nations of Christendom might perhaps in the end fall victims to the same sort of oppression as formerly lay heavy on several of the peoples of antiquity.

More detailed study of the subject and the new ideas which came into my mind during five years of meditation have not lessened my fears but have changed their object.

In past ages there had never been a sovereign so absolute and so powerful that he could by himself alone, without the aid of secondary powers, undertake to administer every part of a great empire. No one had ever tried to subject all his people indiscriminately to the details of a uniform code, nor personally to prompt and lead every single one of his subjects. It had never occurred to the mind of man to embark on such an undertaking, and had it done so, inadequate education, imperfect administrative machinery, and above all the natural obstacles raised by unequal conditions would soon have put a stop to so grandiose a design.

When the power of the Roman emperors was at its height, the different peoples of the empire still preserved very various customs and mores. Although they obeyed the same monarch, most provinces had a separate administration. There were powerful and active municipalities in profusion, and though the whole government of the empire was concentrated in the hands of the emperor alone and he could, if necessary, decide everything, yet the details of social life and personal everyday existence normally escaped his control.

It is true that the emperors had immense and unchecked power, so that they could use the whole might of the empire to indulge

any strange caprice. They often abused this power to deprive a man arbitrarily of life or property. The burden of their tyranny fell most heavily on some, but it never spread over a great number. It had a few main targets and left the rest alone. It was violent, but its extent was limited.

But if a despotism should be established among the democratic nations of our day, it would probably have a different character. It would be more widespread and milder; it would degrade men rather than torment them.

Doubtless, in such an age of education and equality as our own, rulers could more easily bring all public powers into their own hands alone, and they could impinge deeper and more habitually into the sphere of private interests than was ever possible in antiquity. But that same equality which makes despotism easy tempers it. We have seen how, as men become more alike and more nearly equal, public mores becomes more humane and gentle. When there is no citizen with great power or wealth, tyranny in some degree lacks both target and stage. When all fortunes are middling, passions are naturally restrained, imagination limited, and pleasures simple. Such universal moderation tempers the sovereign's own spirit and keeps within certain limits the disorderly urges of desire.

Apart from these reasons, based on the nature of the state of society itself, I could adduce many others which would take me outside the range of my subject, but I prefer to remain within these self-imposed limits.

Democratic governments might become violent and cruel at times of great excitement and danger, but such crises will be rare and brief.

Taking into consideration the trivial nature of men's passions now, the softness of their mores, the extent of their education, the purity of their religion, their steady habits of patient work, and the restraint which they all show in the indulgence of both their vices and their virtues, I do not expect their leaders to be tyrants, but rather schoolmasters. (See Appendix I, AA.)

Thus I think that the type of oppression which threatens democracies is different from anything there has ever been in the world before. Our contemporaries will find no prototype of it in their memories. I have myself vainly searched for a word which will exactly express the whole of the conception I have formed. Such old words as "despotism" and "tyranny" do not fit. The thing is new, and as I cannot find a word for it, I must try to define it.

I am trying to imagine under what novel features despotism may appear in the world. In the first place, I see an innumerable multi-

tude of men, alike and equal, constantly circling around in pursuit of the petty and banal pleasures with which they glut their souls. Each one of them, withdrawn into himself, is almost unaware of the fate of the rest. Mankind, for him, consists in his children and his personal friends. As for the rest of his fellow citizens, they are near enough, but he does not notice them. He touches them but feels nothing. He exists in and for himself, and though he still may have a family, one can at least say that he has not got a fatherland.

Over this kind of men stands an immense, protective power which is alone responsible for securing their enjoyment and watching over their fate. That power is absolute, thoughtful of detail, orderly, provident, and gentle. It would resemble parental authority if, father-like, it tried to prepare its charges for a man's life, but on the contrary, it only tries to keep them in perpetual childhood. It likes to see the citizens enjoy themselves, provided that they think of nothing but enjoyment. It gladly works for their happiness but wants to be sole agent and judge of it. It provides for their security, foresees and supplies their necessities, facilitates their pleasures, manages their principal concerns, directs their industry, makes rules for their testaments, and divides their inheritances. Why should it not entirely relieve them from the trouble of thinking and all the cares of living?

Thus it daily makes the exercise of free choice less useful and rarer, restricts the activity of free will within a narrower compass, and little by little robs each citizen of the proper use of his own faculties. Equality has prepared men for all this, predisposing them to endure it and often even regard it as beneficial.

Having thus taken each citizen in turn in its powerful grasp and shaped him to its will, government then extends its embrace to include the whole of society. It covers the whole of social life with a network of petty, complicated rules that are both minute and uniform, through which even men of the greatest originality and the most vigorous temperament cannot force their heads above the crowd. It does not break men's will, but softens, bends, and guides it; it seldom enjoins, but often inhibits, action; it does not destroy anything, but prevents much being born; it is not at all tyrannical, but it hinders, restrains, enervates, stifles, and stultifies so much that in the end each nation is no more than a flock of timid and hardworking animals with the government as its shepherd.

I have always thought that this brand of orderly, gentle, peaceful slavery which I have just described could be combined, more easily than is generally supposed, with some of the external forms of free-

dom, and that there is a possibility of its getting itself established even under the shadow of the sovereignty of the people.

Our contemporaries are ever a prey to two conflicting passions: they feel the need of guidance, and they long to stay free. Unable to wipe out these two contradictory instincts, they try to satisfy them both together. Their imagination conceives a government which is unitary, protective, and all-powerful, but elected by the people. Centralization is combined with the sovereignty of the people. That gives them a chance to relax. They console themselves for being under schoolmasters by thinking that they have chosen them themselves. Each individual lets them put the collar on, for he sees that it is not a person, or a class of persons, but society itself which holds the end of the chain.

Under this system the citizens quit their state of dependence just long enough to choose their masters and then fall back into it.

A great many people nowadays very easily fall in with this brand of compromise between administrative despotism and the sovereignty of the people. They think they have done enough to guarantee personal freedom when it is to the government of the state that they have handed it over. That is not good enough for me. I am much less interested in the question who my master is than in the fact of obedience.

Nevertheless, I freely admit that such a constitution strikes me as infinitely preferable to one which, having brought all powers together, should then hand them over to one irresponsible man or body of men. Of all the forms that democratic despotism might take, that assuredly would be the worst.

When the sovereign is elected, or when he is closely supervised by a legislature which is in very truth elected and free, he may go to greater lengths in oppressing the individual citizen, but such oppression is always less degrading. For each man can still think, though he is obstructed and reduced to powerlessness, that his obedience is only to himself and that it is to one of his desires that he is sacrificing all the others.

I also appreciate that, when the sovereign represents the nation and is dependent on it, the powers and rights taken from each citizen are not used only for the benefit of the head of state, but for the state itself, and that private persons derive some advantage from the independence which they have handed over to the public.

To create a national representation of the people in a very centralized country does, therefore, diminish the extreme evils which centralization can produce but does not entirely abolish them.

I see clearly that by this means room is left for individual intervention in the most important affairs, but there is still no place for it in small or private matters. It is too often forgotten that it is especially dangerous to turn men into slaves where details only are concerned. For my part, I should be inclined to think that liberty is less necessary in great matters than in tiny ones if I imagined that one could ever be safe in the enjoyment of one sort of freedom without the other.

Subjection in petty affairs, is manifest daily and touches all citizens indiscriminately. It never drives men to despair, but continually thwarts them and leads them to give up using their free will. It slowly stifles their spirits and enervates their souls, whereas obedience demanded only occasionally in matters of great moment brings servitude into play only from time to time, and its weight falls only on certain people. It does little good to summon those very citizens who have been made so dependent on the central power to choose the representatives of that power from time to time. However important, this brief and occasional exercise of free will will not prevent them from gradually losing the faculty of thinking, feeling, and acting for themselves, so that they will slowly fall below the level of humanity.

I must add that they will soon become incapable of using the one great privilege left to them. Those democratic peoples which have introduced freedom into the sphere of politics, while allowing despotism to grow in the administrative sphere, have been led into the strangest paradoxes. For the conduct of small affairs, where plain common sense is enough, they hold that the citizens are not up to the job. But they give these citizens immense prerogatives where the government of the whole state is concerned. They are turned alternatively into the playthings of the sovereign and into his masters, being either greater than kings or less than men. When they have tried all the different systems of election without finding one to suit them, they look surprised and go on seeking for another, as if the ills they see did not belong much more to the constitution of the country itself than to that of the electoral body.

It really is difficult to imagine how people who have entirely given up managing their own affairs could make a wise choice of those who are to do that for them. One should never expect a liberal, energetic, and wise government to originate in the votes of a people of servants.

A constitution republican in its head and ultramonarchical in all its other parts has always struck me as an ephemeral monstrosity.

The vices of those who govern and the weakness of the governed will soon bring it to ruin. Then the people, tired of its representatives and of itself, will either create freer institutions or soon fall back at the feet of a single master. (See Appendix I, BB.)

C

Vincent Lawrence Dixon
287 Harvard Street – Unit Number 64
Cambridge, Mass. 02139

(617) 491-1990

Wednesday
June 21, 2000

Dear Mayor, and
Cambridge City Council :

This constitutes my formal submission of : **THE NEW MODEL CHARTER.**

I first developed this proposal in response to significant and clearly expressed desires by many people for serious reform.

This submission is a slightly revised document that removes campaign related identifying material that circulated with it during the later stages of the 1999 municipal election.

The document should be evaluated in a variety of ways.

I have already discussed with the Election Commission, the capability of having a “ Menu Voter Advisory Question “ , by means of which voters could indicate their preferences regarding a number of different government reform options, in a non-binding way.

It is technically possible to do so; and doing so would be an efficient way of obtaining substantial voter input, early in the process.

I look forward to an extended debate on the comprehensive range of issues, and their details; and stand willing to help in whatever manner is most productive.

Sincerely,

Vincent Lawrence Dixon

Vincent Lawrence Dixon

Vincent Lawrence Dixon
287 Harvard Street – Unit 64
Cambridge, Mass. 02139
(617) 491-1990

C

THE NEW MODEL CHARTER

(This is an outline of key concepts, and key details.)

MAYOR *The Chief Executive Officer (CEO) of Cambridge, directly elected by vote of all registered Cambridge voters, every two years, not exceeding a total of ten years cumulative service in office for any one individual. The Mayor is the appointing official for all appointed offices; excepting City Clerk, Assistant City Clerk, City Clerk office staff, City Council staff, and Inspector General (appointed by City Council).*

APPOINTMENT CONFIRMATION AND REMOVAL

All mayoral appointments require a two thirds vote of confirmation from the full membership of the City Council. Mayoral personal staff shall be exempt from this requirement, but shall be subject to City Council budgetary approval for the positions created. All confirmable mayoral appointments shall be subject to removal by the City Council, without prejudice by a vote of two thirds, or for cause by a vote of four fifths.

CITY MAYORAL CABINET STRUCTURE

A *City Cabinet* structure shall be created, and all departments, boards, commissions, and other parts of city government, shall be assigned to *cabinet agency area departments*, headed by *cabinet secretaries* appointed by the mayor, with confirmation by the City Council. In two particular cases, Secretary of Education, and Secretary of Public Safety, the Secretaries will be appointed by other authorities, but shall sit in the City Cabinet. This is described separately. (See CITY CABINET DESCRIBED.) -- Continued on Page 2

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PERSONAL WORD

We must have a city that sets goals, and standards for achievement; a city that believes in and carries out a quality of life that respects all : residents, businesses, employers, employees, and visitors; a city that rebuilds the societal fabric of people who live, work, study, and build a community of loyalty and respect in Cambridge.

A new charter that sets out a new city government is long overdue. This NEW MODEL CHARTER provides a foundation for open and effective government.

President Abraham Lincoln noted the standard of: "government of the people, by the people, and for the people..."

This model is presented in this spirit, and reality.

(Continued on Page 2)

CITY COUNCIL The City Council will consist of fifteen members. The City Council will elect a *City Council President*, who will also be designated as *Vice Mayor*, and shall be, *Acting Mayor* in the absence of the mayor. Six *Councillors At Large*, shall be elected by the traditional Proportional Representation (PR) voting system, city wide. Nine *Neighborhood Councillors* shall be directly elected by plurality vote from single member district seats. All Councillors will serve two year terms. In the event of vacancy, At Large Councillors will be seated from remaining candidates at the last election, in the traditional PR manner. Neighborhood Councillor vacancies will be filled by special elections, within one hundred and twenty days of a vacancy.

**NEIGHBORHOOD DISTRICT
ELECTED ZONING COMMISSIONS**

Each of the thirteen neighborhood districts of the city, shall be the basis for election districts of *Neighborhood Zoning Commissions*, of fifteen members each; elected every two years at the *City Election*; subject to those district adjustments as required by electoral laws.

Vacancies shall be filled by the respective *Neighborhood Zoning Commission*, through application, and properly made votes. These *Neighborhood Zoning Commissions* shall have the right and power to approve, amend, or deny any action under zoning laws within their boundaries, and to utilize any powers of a Conservation District, and in any case utilize any power, which is more substantial in allowing the control of approval, of projects within their district; with the exceptions that any pre-existing, or later created, Conservation District, or Historic District need not be subject to their Neighborhood Zoning Commission, but may consult with them as is appropriate, and must be described, by formal written policy.

DISTRICT DEFINITIONS All city districts in this charter, shall be drawn as is appropriate by the Election Commission, in consultation with the City Council in the manner, and to the extent indicated by law. These districts shall be adjusted every ten years.

(Continued on Page 3)

we must have responsible hard working government, that serves the neighborhoods, and builds responsible partnerships with businesses, and institutions.

Economics and social justice intersect, and must be linked in a healthy interaction, so that the learning and living, needs of this civilized city will be effectively accomplished, and satisfied. A high quality of leadership must be in our City Council. Leadership must trust the people. The proper business of government is governing, the proper business of business is commerce of all legal and responsible kinds, and the proper role of neighborhoods is neighborliness.
(Continued on Page 3)

NEW MODEL CHARTER Continued

CITY WIDE PLANNING COMMISSION

The new City Wide Planning Commission shall consist of fifteen members, one from each of the individual thirteen *Neighborhood Zoning Commission Districts*, selected by the *Neighborhood Zoning Commission*, from their own Neighborhood Zoning Commission membership, one member appointed by the City Council as they see fit, and one member appointed by the Mayor. The *Chair* shall be selected by this membership of the Planning Commission, *under the standards that* : the Chair shall be held for a one year term at a time, by each person, and that the Chair shall be rotated in succession to the next most senior member in terms of service on the Commission, who has not yet held the Chair. The *City Wide Planning Commission* shall be primarily, and principally a policy making body, and court of final appeal, with jurisdiction on cases similar to that of a supreme court. It may overturn a decision of a local *Neighborhood Zoning Commission*, only with a two thirds vote of all seats, and a *Substantial Determination of Need*, in a written opinion, after a properly noticed, and suitable public hearing. No decision shall be taken on any matter regarding cases, without a prior announced agenda item, in advance of the meeting, and a draft written opinion must be available.

CHARTER RIGHT The right of a single member, to once cause a matter to be set aside, shall remain, and shall be held by all voting members of the City Council, and of the Education Council.

**CITY CABINET
CABINET AREA SECRETARIES AND DEPARTMENTS
DESCRIBED**

Imp'ementation Upon adoption of this charter, a period of implementation of twelve months shall occur during which all city agencies, and departments will be assigned, and reorganized along the lines suggested in this document. A Special **Transition Coordinating Committee (TCC)** will consist of the Mayor; all members of: the City Cabinet, the new City Council, and the Education Council. This **TCC** shall hold hearings during a period of one hundred and twenty days; announce the final new **City Table of Organization and Departments** at two hundred and seventy days, resolve any disputes by consensus, or failing that by majority vote, and cease to exist at three hundred and sixty days from its organization.

The **City Cabinet** shall require further definition and detail, but shall include at least the following characteristics. All **Cabinet Secretaries** will head a **Cabinet Area Department**, will be appointed by the **Mayor**, and serve during the term of the appointing Mayor; excepting the Secretary of Education, and the Secretary of Public Safety, which shall be appointed in a distinct manner described elsewhere, but shall serve in the City Cabinet in all other regular ways. **Confirmation** by a two thirds vote of City Council shall be required, within a period of ninety days from appointment. The City Council may remove without prejudice by a two thirds vote, or for cause which shall be stipulated in writing by a four fifths vote. The Mayor may order removal effective immediately, with or without reason, by written declaration.

All Cabinet Secretaries will be full time employees of the City of Cambridge.

Functional streamlining shall be sought, and will occur as a result of these reforms, but shall be accomplished by means of attrition, transfer, and compensated retirement only. All organized employee groups, including organized bargaining units, shall be included in the process of reorganization that this charter will accomplish; including active participation in the planning, and an active continuing consultation role in the process. Examples of consolidation include human resources, and treasury functions, across all agencies.

The City Cabinet shall meet at least twice each month, at least one meeting of which shall be, with regular advance notice and publicity, held in public.

Secretary of Neighborhoods This Secretary shall have as the major purpose, the strengthening of all neighborhoods in the city, including neighborhood budgets; measuring revenues, expenditures, and service levels; increased open, and green space; including significant expansion of neighborhood quality of life, and related matters, and all authority required for such goals to be accomplished. The **Cambridge Historical Commission** shall be included in this cabinet area department, with expanded powers, budget, and staff.

Secretary of Education (Also see separate, related details under **EDUCATION COUNCIL**). This Secretary shall include all education functions in the city, and city government, in all dimensions. The **Secretary of Education**, shall be the *President of the* elected **EDUCATION COUNCIL**, elected by vote from among its seven members to be the presiding officer of the body. Once this election occurs, the **Secretary of Education** shall sit in the **City Cabinet**, in the same manner as other Cabinet Secretaries. The **EDUCATION COUNCIL**, shall elect its own *Assistant Secretary*, also from among its seven members, as a general assistant to the Secretary. (The *current Secretary* will become *Recording Secretary of the Education Council*, with similar recording, and staff functions.) *Education shall include citywide:* literacy, all schools, home schooling, teaching, children, parents, staff, students of all ages; public, and private partnerships, including those with businesses, institutions, and college level education; employment training, continuing education, libraries, multilingual services, television, radio, and all other forms of communication; and shall include all cable, and local access programming. Appropriate *Offices* shall be established which integrate education across the city, the social and economic fabric of the city, and recognize the reality of a quilted tapestry of : invention, innovation, culture, changing political divisions, and arrangements; individual, and family structures, and needs; communities of language, faith, and interest; and much more. Among examples will be *Office of Libraries:* recognizing a broader role including, and for libraries, and reference services, *Office of Family Services:* recognizing the need for family type interactions, and the wide variety of family styles, *Office of Multilingual Services:* providing a complete range of language training for all students, staff, residents, businesses, and assisting commercial opportunities, and interested persons, in all languages in which interest is shown, *Office of Collegiate Learning And Scholarship:* providing access to collegiate level instruction to all capable, and assisting access to financial assistance when needed.

Age cohort segregation and discrimination in all instruction, shall be eliminated over a period of ten years, during which time plans, pilot programs, and public participation in implementation of this objective will be developed.

Assistant Secretary of Education for Communications There shall be a specific Assistant Secretary of Education for Communications, whose title may be, or under whom may be included an official known as the *City Information Officer*. This position shall be selected by the **Secretary of Education**, with the requirement of a two thirds vote of confirmation of the **EDUCATION COUNCIL** within thirty days of appointment.

Secretary of Economics This Secretary shall annually report, and regularly conduct business, that oversees the economic health, employment, and well being of the city. This includes developing programs, outreach, and recruitment that will attract and keep high quality opportunities for residents, neighborhoods, employers, businesses, and the life of the neighborhoods, and squares of the city, in comprehensive and cooperative ways.

New offices will be established in this area including: *Office of Business, Office of Entrepreneurship, Office of Institutional Relationships, Office of Research Relationships. The Cambridge Office of Sister City Relationships*, will be established with permanent paid staff, a regular budget, and sufficient provisions for collaboration, with private resources, with such activities; since Sister City relationships promote knowledge, education, culture, economic, and civic relationships that are beneficial to everyone. *The Office of Governmental Relationships* shall be established to actively advocate city concerns, and matters at both state, and federal levels, as well as to secure and recruit all possible resources. *The Cambridge Office of Tourism* will be located in this cabinet area department, and include resident oriented activities.

Secretary of Treasury This Secretary shall be the *City Treasurer*, which position shall acquire broadened scope, and power over all revenues and payments, to and by the city, and with power to streamline all financial operations of the city. *Endowment Fund* creation, definition, expansion, and usage, will be a significant activity in this area.

(See also substantial additional policies under **CITY BUDGET**.)

ECONOMIC POLICY AND CEAB BOARD A complex world leader city such as Cambridge needs an economic policy, and we must have our own *City Economic Advisory Board (CEAB)*, with a range of public officials including our *City Secretary of Treasury; City Secretary of Economics*; academic and business professionals, and neighborhood representatives; who must produce an *Annual Report of Assessment*, including analysis, and recommendations.

Secretary of Human Services This Secretary shall include all human service programs in the city. All city and civic efforts to help anyone in need, shall be in this cabinet area department as well, and expanded volunteer and community wide efforts shall be created to answer these needs.

Assistant Secretary Of Human Services for Opportunity shall be created to help build a "*Laader of Personal Progress*" program that helps to strengthen work opportunities, and improve volunteer recruitment, and activities.

Secretary of Health This Secretary shall also be the *Health Commissioner*, and participate in expanded hospital, health, public health, health care network, and public health information activities. This shall also include new public sector, and public health stress reduction initiatives (Also see **HEALTH COVERAGE AND WORK REFORM** for special mandates including developing a per hour *Minimum Health Benefit*, and refining the forty hour week *overtime trigger* to cover forty hours across all jobs performed, even if a summation of several part time positions.)

Secretary of Public Safety This Secretary shall supervise, and coordinate innovative revitalized, professional cooperative, and training relationships among police, fire, emergency medical, and civilian auxiliaries, and assistants, and develop new *paraprofessional/civilian* programs including a new *First Responders* program.

All matters relating to public safety shall be in, or interact with this cabinet area department, including but not limited to police, fire, emergency services, and related planning services; and shall be integrated into a new *Unified Services Concept (USC)*. This will be developed by a Blue Ribbon *Public Safety Task Force (PSTF)*, which shall develop an entirely new approach, with a unified *Public Safety Service (PSS)*, whose members will have comprehensive training across a range of public education, danger prevention, *emergency circumstance participation (ECP)*, and management, whose *Public Safety Officers (PSOs)*, will be thoroughly integrated with each other, and the civilian population, of whom they, and we as persons in society, are in fact members. While there will be police, fire, and medical specialists, the individual departments and services will be merged into one single *Department of Public Safety*, which shall operate in a coordinated manner.

Upon implementation of the new plan, which shall be within a period of thirty months from the appointment of the *PSTF*, a new *Public Safety Commission (PSC)* shall be established which shall consist of five members appointed by the Mayor, with the standard required two thirds vote of confirmation by the full membership of the City Council. The appointments shall be staggered so that each year, one member will be appointed for a term of five years.

The Public Safety Commission (PSC) shall select the Secretary of Public Safety, who will be coterminous with the Mayor, shall maintain an updated list of possible candidates for the position, and make decisions on appointment within sixty days of any vacancy. The Secretary of Public Safety shall otherwise sit in the City Cabinet, as all other Cabinet Secretaries. *The PSC, with the Secretary, shall be responsible* for developing merit based standards for hiring, continuing professional education and training, and promotion; oversee promotions, discipline, and good order; and engage the individuals, and people of Cambridge in appropriate involvement and partnership in keeping, and strengthening public safety, and civil order, in a spirit of respect, and public service.

Secretary of Public Infrastructure This Secretary shall supervise, and be responsible for all matters regarding highways, roads, mass transit, construction projects, public works of any kind; waste removal, reduction, and processing; utilities, and utility deregulation including water, electricity, and other utilities; and long range planning; organizing public participation, and providing public information regarding such matters. A Blue Ribbon *Public Infrastructure Commission (PIC)*, will be created to help design the new *Public Infrastructure Department*.

Secretary of Law This Secretary, as with all other *City Cabinet Secretary positions*, will be full time. The cabinet area department will head the successor office to the City Solicitor, and will be responsible for the legal business of the city. This legal business will include policies where the City of Cambridge will decide to intervene on behalf of citizens, neighborhoods, and others when significant matters of law, public policy; and/or in *Consumer Relations*, in consultation with that department, are deemed to exist.

A key characteristic of this department, will be to encourage, assist, and expand the uses of negotiation, mediation, and arbitration, in dispute resolution by city government, within city government; and by the persons, businesses, institutions, and organizations that are in the city, based on voluntary agreements, and processes.

Assistant Secretary of Law for Civil Rights To enforce, supervise, and ensure the rights of all persons, and employees in the city, this Assistant Secretary shall oversee all laws, regulations, and procedures in order that equal treatment under the law, and due process are secured to all, and that discrimination is swiftly resolved, and punished. This official will have among the responsibilities of office, to bring suit, and take legal action on behalf of individuals whether in public, or private employment, as necessary to accomplish these goals.

Secretary of Environment This Secretary shall supervise, be responsible for, and have power over the environment in the broadest, and most sensitive manner possible. As such, supervision of development control, through enforcement of tightened zoning is vital. Advanced building standards must be developed that move in the direction of increasing open and public spaces, reducing, and neutralizing all forms of waste, including energy waste, encouraging cogeneration, increasing environmental protection, ceasing over development, revitalizing natural, and wilderness areas, and by incentives, and public education, reducing vehicle traffic. Long range partnerships that stabilize neighborhoods, residents, employers, employees, institutions, and other organizations, by cooperative actions, must be created, and put in place permanently.

Inspectional Services must include vigorous monitoring of environmentally dangerous materials in buildings, on existing properties with past hazardous uses, and expanded cooperation in research on healthier buildings, building materials, building designs, and environmentally improved operations.

The Office of Built Environment (OBE), a newly established office, shall be where building permits, and other city permits, permissions, approvals, and similar matters will be issued from, and business regarding them conducted; standards for which shall be developed by a Blue Ribbon **Built Environment Task Force (BETF)**. This **BETF** will be designated to be state of the art, and include but not be limited to all issues relating to: the soundness of land sites, construction, building safety, employee safety, environmental, and energy conservation, and any other relevant issues, and shall also include consideration of the mix of business types, residential housing, income levels, open space, green space, mass transit, and traffic. All staff of the **Office of Built Environment**, will be required to be highly trained; and receive, and engage in regular, and continuing education on all relevant matters; and to provide similar training courses for the benefit, participation, informed education, consent, and safe and orderly compliance of all businesses, institutions, and residents of the city.

(See also additional policies under **ENVIRONMENTAL POLICY**.)

Secretary of Human Resources and Employment Policy This Secretary shall be responsible for the selection, hiring, and training of all city employees, their continued well being and continuing training, education, and advancement. This shall also be the cabinet area department responsible for all work force programs; substantially expanded partnerships with private businesses, institutions, and other organizations, in order to stabilize and assist residents, commercial activity, institutions, and the long term health of the city as a dynamic community. Commitments to substantial hiring of long term local employees, fair negotiations, and enforcement of labor laws, representation of organized workers, must be parts of such employment policies. This Secretary will also work closely with the *Secretary of Education*, and the **EDUCATION COUNCIL**.

The Assistant Secretary of Law for Civil Rights will assist and cooperate with this cabinet area department in whatever clear, and appropriate ways are needed to ensure a positive work environment in public, institutional, and private work environments.

Secretary of Housing This Secretary shall be responsible for all housing issues and policies in the city. This cabinet area department will include the *Cambridge Housing Authority*; all matters relating to linkage; *Annual Housing Impact Statements* from Institutions; *Resident Matching Programs* for tenants, and home buyers; and new city bonding programs for innovative ideas such as *Shared Equity Purchase* programs; and many other matters, and activities.

Secretary of Consumer Relations This Secretary shall be responsible for all matters regarding consumer relations including city regulatory matters, deregulation issues regarding utilities, enforcement of anti-trust laws, monitoring of honest pricing, interactions between businesses and consumers, and other active legal consumer protection. This Secretary will interact especially with the *Secretary of Law*, in carrying out these responsibilities.

EDUCATION COUNCIL AND DEPARTMENT

Important Analysis

We increasingly know and understand that learning is, and must be a life long activity, integrated into the life of our society, and fully integrated among all types and classes of persons. Life spans also continue to lengthen, improve, and also are becoming transformed into lengthened productive lives where work lives change, but are not necessarily ending in retirement. Home schooling is returning to its reasonable place among those who recognize the roles of family, and parental figures, even though the mix of those roles has changed, and continues to change. Work and residence hours, as well as travel patterns are just a few of the other factors that continue to blend and alter a vast array of mosaic like choices.

In this reality, age segregated school, for a few years early in life is simply not adequate to the needs of society.

(See also Secretary of Education for other important details.)

EDUCATION COUNCIL The Education Council shall succeed the School Committee, and be *Chaired* by the *City Secretary of Education*, as voting chair. The Education Council will be elected, and consist of at least seven members elected by the traditional proportional representation voting system, and hold enhanced powers and scope. In addition to the non voting student members selected regularly, there shall also be non voting parent members selected regularly, for yearly terms. The **EDUCATION COUNCIL** will have the goals and powers of : policy making, decision making, recommendations, and budget decisions regarding all forms of education in the city; conducted by government, and in cooperative partnerships with other institutions, including universities, colleges, and all manner of commercial enterprise. *Businesses as employers*, need and can provide employment, and training opportunities that can transform the lives of our individual residents, our neighborhoods, our businesses, and our city as a whole.

The perspective of education is, and must be as central, and life long permanent as that of public health, since a quality civilization has *good educational health*. By including the newly *enhanced Education Department*, in the *City Cabinet* structure, there will be strengthened, coordinated, and comprehensive education across our people of all ages, and our city government.

“Life Long Educational Ladder Contracts” which will be newly established, will help to improve community located career ladders, help business recruitment and employment needs, and help strengthen horizontal links across our neighborhoods and city wide community.

EDUCATION REFORM The school day, and school year, should be extended, reorganized, and lengthened. Mentoring programs should be expanded. Through state legislation, there should be a *Literacy Tax Credit* of \$500, for an individual who helps bring another person to literacy.

Educational programs targeted to teen mothers must be developed and supported, to keep them in school, and successfully bring them to high school graduation. We must guarantee that working poor mothers have the *Ladder of Personal Progress* in place; including sufficient benefits, and time to complete community, state, and other college degree programs, and job training courses. We must have *learn and earn* standards for all. We also need to require *two years of American History*, in all high school curriculums.

CITY BUDGET AND FINANCIAL POLICIES

CITY BUDGET Policies shall be established with the consultation of, and under the direction of the **Secretary of Treasury**, to reduce the level of public bonding, and public debt of the city; to develop more extensive endowment funds for private, business, and institutional contributions to long term public purposes, including but not limited to: green space, open space, watershed, wilderness, public parks, libraries, education, music, art, cultural, and other such purposes.

The power of budget shall be extensive, and interact in the manner herein described.

The Mayor will introduce a budget proposal by March 1 of each year to the City Council. The City Council shall hold hearings, and then vote on the budget. The Council may add, amend, or delete line item expenditures, and descriptions for expenditure processes, in completing a single full budget. The Mayor may veto line item expenditures, or descriptions for expenditure processes. Such vetoes maybe overturned by a two thirds vote of all seated councillors, and such votes shall be taken within ninety days of action by the Mayor, except if they are financial amounts, in which case such votes shall be taken within sixty days. All vetoes shall be voted on, for approval, or override, meaning that there shall be no "pocket vetoes", and late vetoes may be voted on by the succeeding City Council, provided the prior expiring Council had not voted on such a matter, and it is within the ninety days of action requirement; or sixty days, if a financial amount.

If on July 1, the beginning of the fiscal year, no financial budget has been approved, automatically one twelfth of the immediately prior fiscal year budget shall automatically go into effect, for all programs, and expenditures which had been authorized in the prior year, and this shall occur every first of the month, until a properly passed budget has been approved.

The *Cambridge Dividend Fund* shall be established to harvest some of the benefits of the massive commercial development of recent years, and help the future of Cambridge.

The model shall be the *Alaska Fund*, which harvests the one-time oil royalty revenues of that state. One half of all tax revenues gained from new construction in Cambridge shall be directed to a permanently encumbered endowment fund, invested according to those sound investment policies, known as *ethical investment policies*. From the annual income of the *Cambridge Dividend Fund*, a *10/10 Dividend* will be calculated, and declared by the *City Secretary of Treasury*; based on the calculations noted.

The *Annual Dividend* shall be twenty percent of the annual income, from the principal in the fund. This twenty percent will then be divided in half. Ten percentage points will be placed into the *City Budget*, and in particular be dedicated to *durable public expenditures*, (those with a durability of over six months). The other ten percentage points will be divided by the number of Cambridge residents, eligible by virtue of being law abiding (not convicted of a felony), and resident in Cambridge for at least twelve months. Those legally eligible shall receive a *Cambridge Dividend* check, or a credit on their property tax. The remaining eighty percent of the annual income from the principal in the fund, and the dividend shares of those not legally eligible, shall be reinvested to the principal of the *Cambridge Dividend Fund*.

Municipal Endowment Public Investment Accounts (MEPIAs) named as Mann Accounts should be established with the assistance of state legislation, allowing cities, and towns considerable authority, ability, and flexibility to set up permanent municipal endowment accounts for public purpose capital expenditures such as schools, libraries, police stations, fire stations, public parks, and other such public purposes.

CITY INSPECTOR GENERAL

An independent financial oversight official shall be appointed by a two thirds vote of the City Council every fifth year, by July 1st of the appropriate year, from a placement list created by public advertisement, general publicity, and recruitment efforts. The person selected shall be a *Certified Public Accountant (CPA)*, in good professional standing, with at least ten years of professional experience, and having a reputation for good personal character, and judgement. This person may be selected for no more than a total of ten calendar years, at which point they must relinquish the position.

The **INSPECTOR GENERAL** will have all needed independent powers arising from the need to inspect, approve, and audit city financial transactions, and records, including the *Right of Financial Information Request (FIR)*, and independent subpoena power. *Annual Reports* shall be required, by June 30, of each year, and *Special Reports*, and *Inspector General Financial Opinions (IGFOs)*, will be within the normal business of this office.

(See also Secretary Of Treasury, and Secretary of Economics)

Key Additional Issues

COMPREHENSIVE HOUSING POLICY AND NEIGHBORHOOD BUILDING are a requirement for Cambridge to remain a significantly healthy community. This approach must include : housing as a constitutional right, respect and protection for all persons in their homes; fair rent control with a fair rate of return for all owners, clear procedures for just cause evictions; elimination of all constable, and sheriff evictions, of any kind; encouragement and support of homeownership and property owner rights for all income levels.

These policies must be under a *City Secretary of Housing* with the additional mandates described there. Fair rent control must recognize, and respect reasonable affordable income standards for families, including those with children, as well as for individuals. Affordability must include middle, and lower income levels; and working class, as well as professionals. There must be institutional responsibility for housing their own, without further geographic expansion, or acquisition; and genuine recognition when such responsibilities are met; including modest incentives for institutional housing construction for their own needs.

Neighborhood Building Relationships

There should be a *Shared Equity Trust Fund*, and *Employer-Employee Local Home Partnerships* to strengthen our neighborhood communities, and reduce pollution and traffic. There should also be property tax credits for landlords to encourage voluntary donations to affordable housing programs, especially those that operate in an endowment manner. *Life Long Educational Ladder Contracts*, described under **EDUCATION COUNCIL**, will also help community neighborhood strength.

INSTITUTIONAL PARTNERSHIPS with the universities, institutions, the city, its residents, neighbors, and businesses on terms of genuine economic equality are needed. Economic inequality, and poverty are unacceptable in any form, and must be worked against through problem solving approaches. The remedies must be positive, and community building, not punitive. Taxpayers, both residential, and business owners, have rights to expect responsible and fair economic behavior by all, including government, and non profit institutions; since all taxpayers bear the burden of increasingly wealth accumulating, tax exempt, privileged institutions. Institutions with special status are created to improve the community as a whole, and their role in doing so merits honor and recognition, while their responsibility to conduct themselves in such a spirit must continue to be observed by all. These partnerships must be negotiated in a spirit of constructive, and respectful innovation, and engagement.

Community Town-Gown Compacts (CTGC) must be developed under state law, that describe mechanisms by which local communities receive substantial benefits, in exchange for the problems, and concessions that flow from the presence, of large tax-exempt non-profit institutions.

Town-Gown Partnership Councils (TGPCs) with negotiation and review jurisdiction over major institutional actions, and plans that impact local communities, should be established.

WORK LIVES AND CONDITIONS

EMPLOYMENT POLICY AND PRACTICES must positively respect and help all residents, encourage stability and improvement of neighborhoods, businesses of all legal types, and the security and economic well being of all. This means that *Life Long Educational Ladder Contracts* must recognize and support persons, families, and businesses to creatively encourage cooperation in the improvement, and well being of all; linking commercial, institutional, and municipal resources to positively strengthen long term residents and residency. *Employment practices* must be positively non-discriminatory in all respects, and shall be assisted and supervised by the *Assistant Secretary of Law for Civil Rights*, in order to ensure that this happens in an efficient and cooperative environment.

HEALTH COVERAGE AND WORK REFORM

(First city voluntary plans, then in stages: comprehensive pilots, and plans for all employers, with the assistance of state legislation.)

Establish *Healthy Employer Tax Credit Incentive* of 50%, of all employer paid health insurance costs provided: all employees are covered, whether part time, or full time.

Establish a per hour *Minimum Health Benefit*, calculated on a forty hour week, for all persons. Reform work hour calculations, by *summarizing work weeks*, based on all reported work week hours of each employee, across all employers. Make all employees eligible for employer provided health coverage based on the total hours worked per week, at the per hour *Minimum Health Benefit*. Enforce forty hour work week, and *overtime rate trigger*, when completed by an employee summarized in total across all employers, whether part time, or full time jobs.

GROWTH MANAGEMENT AND DEVELOPMENT CONTROL

There shall be a total ceiling of no more than one million new square feet of commercial space, authorized in any single calendar year citywide.

A 20/20 Housing Standard shall be adopted, requiring all commercial projects to include in the project; or provide elsewhere in Cambridge, new housing that equals forty percent of the square footage of the entire project including all buildings, twenty percent affordable, and twenty percent market rate. No waivers shall be granted, except for governmental offices, and medical facilities, and those will be decided by the **CITY WIDE PLANNING COMMISSION**. In the case of manufacturing based activity, where determination is made by the **PLANNING COMMISSION** that housing would not be appropriate to the site, the new housing can be provided elsewhere in Cambridge, but such housing construction must be on a parallel time schedule for construction.

ZONING must have as its first priority, the health, safety, and well being of the neighborhoods, recognize and strengthen the diversity of businesses, and be brought forward into a positive resident friendly era. All commercial development must include substantial mixed use, affordable residential, small retail, and open space as requirements. Standards must also include : sound quality transition zones, institutional uses compatible with their neighbors, construction mitigation in all circumstances, preservation, conservation, building integrity in style and scale; traffic and parking policies that increase residential parking, and small business parking.

ENVIRONMENTAL POLICY must be included in the core of all city policies.

Environment means the entire range of our air, our land, and our waters in Cambridge: historical circumstances and contamination, current business and residential operations, and future planning. All local policies including zoning must encourage sound use, reduce pollution, increase open space; and improve the links between neighborhoods, residents, employers, and employees.

The Charles, and Mystic Watersheds and the fact that Cambridge is a vital part of both, must be recognized as significant. Cambridge must act in a decisive way to obtain support for, and establish an *Alewife Wilderness Area*, protecting the valuable wilderness, wetlands, wildlife, and other valuable resources, and help establish a *Natural Interpretive Center*. *Jerry's Pond should be acquired* and added to the Wilderness Area. *The entire W.R. Grace site should be acquired*, and added to the Wilderness Area as well, and *habitat improved* in the natural direction, including friendly conditions for natural species. Careful thought and planning should be organized so that there is appropriate protection by MDC, State Park, City, and other responsible authorities, in cooperation with Arlington, Belmont, and other interested communities.

(More extensive details are under the *City Secretary of Environment*.)

MASS TRANSIT is a vital part of living in a civilized city. Cambridge pays a premium price for this infrastructure and service, and must require the highest grade quality of service in return, including especially from the Massachusetts Bay Transportation Authority (MBTA). We must also firmly link city, residential, institutional, and corporate policies, and shuttle services, together with an expanded range of services for all city residents, employees, and visitors.

CUSTOMER FRIENDLY GOVERNMENT SERVICES

CUSTOMER FRIENDLY CITY HOURS Selected City of Cambridge offices shall arrange their hours to be open on Monday evenings until 8:00 P.M., for the benefit of working people, and commuting students, among others.

PLAIN LANGUAGE must be required in all city ordinances, regulations, and informational material. To the extent that technical language is required in the original material, a version that can be understood by the average public, shall also be provided.

PUBLIC OPEN MEETING AND LOCATION PRACTICES

All *City Council Hearings* shall be broadcast, not just regular City Council meetings. Over the course of each two year City Council term, the City Council shall hold at least one regular meeting, well publicized, in each neighborhood of the city. Over the course of each two year Education Council term, the Education Council shall meet in each city school, at least once. Efforts shall also be made to televise, a range of hearings, and meetings, by different city boards, and commissions, at least on a rotating basis.

AUTOMOBILE AND TRAFFIC ISSUES

The Registry of Motor Vehicles should be eliminated through comprehensive state legislation. The licensing, and registration functions, together with the revenue stream, should be transferred to local municipalities; in Cambridge, to the *City Traffic and Parking Office*. The statewide vehicle identification database should be under the State Police. A *Mass Vehicle Data Base*, should be accessible by local government, in a manner similar to the statewide voter registration system.

TRAFFIC LAW ENFORCEMENT

As a reform that has as its intent, improving traffic flow and conditions, a measure will be sought to share **Moving Violation Ticket Revenue**. A Home Rule Bill is needed that shares half of the ticket revenue with the City, and the Commonwealth of Massachusetts (50/50), with the City share assigned to providing substantial hours of coverage at key intersections. Examples are: illegal turns at Central Square, vehicles running red lights at Harvard Square, illegal failures to stop for pedestrians clearly and reasonably in crosswalks at many locations in the city. Such revenue shared, and assigned, may provide six, eight, or even ten hours of a police officer in many key traffic congestion points, with the side benefits of allowing the hiring of more police officers, and also helping support general law enforcement.

CABLE TELEVISION COMMUNITY BUSINESS CORPORATION

The City of Cambridge shall exercise its right of first refusal, to the end that a private for profit cable franchise shall be developed, in a legal structure, under the control of Cambridge, that will serve Cambridge, provide affordable, and diverse services, and may serve contiguous communities, in a manner that is consumer, and community friendly. This entity should be for profit, but carefully constructed to meet the described objectives.

CITY MANAGER position is eliminated in these plans, since the executive power is exercised by the *Mayor*, and is delegated through *City Cabinet Secretary Departments*. Arrangements for reasonable conclusion of service, and appropriate transfer of personnel, shall be allowed over a transition period of between six, and twelve months.

GOVERNMENTAL REFORM These measures when implemented will guarantee to each neighborhood, directly accountable, district representation; to the city, the opportunity to have a range of shifting coalitions among various city wide and neighborhood issues; and to city administration substantial reform and effectiveness. These ideas can likely be achieved by a variety of means, and my election will reflect a strong base of support for such significant improvements. The symmetry of responsibility among elected, executive, legislative, and appointed levels, is crucial, and these proposals will accomplish this.

SELECTED LEADERSHIP EXPERIENCE *President, Mass Notes:* Business consultant, analyst; political consultant, educational advisor. • Experienced cable television director, and producer. • Historic tour guide, *Dixon Tours*. • Ten years service as member of *Board of Directors* of Cambridge anti-poverty agency, included terms as *Chair of New Revenues Committee*, a year as *Board President*, several years as *Member, Finance Committee*; revitalized board, and agency.

Chair, Cambridge Republican City Committee - 1988 - 1992

During tenure, helped increase membership from about sixty-three members to about one hundred and twenty members, an unmatched accomplishment. A record of determination, success, fair treatment, and successful tolerance for widely varying viewpoints.

Member, Cambridge Republican City Committee - 1982 to Present

Continued advocate for reasonable, responsible, and enlightened policies.

Secured passage of Chapter 630 (House 6406) requiring local ballot question information to be sent to all Cambridge voters.

Long time member of Mid Cambridge Neighborhood Association (MCNA); served many years on a variety of special committees.

Key member of community groups that obtained passage of rezoning that rationally controls local urban growth, participating in both the Anderson, and the Crystal petitions.

• **Member, Cambridge Branch NAACP** • **Member, National Wildlife Federation**

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Council-Manager Government . . . The Fastest Growing Form of U.S. Local Government Structure



Fast Facts:

More than 75.5 million individuals live in communities operating under council-manager government.

During the past 16 years, an average of 63 U.S. communities per year have adopted the council-manager form.

63% of U.S. cities with populations of 25,000 or more have adopted the council-manager form.

57% of U.S. cities with populations of 10,000 or more have adopted the council-manager form.

53% of U.S. cities with populations of 5,000 or more have adopted the council-manager form.

| FORM OF GOVERNMENT | 2000 | 1998 | 1996 | 1992 | 1988 | 1984 |
|--------------------|------------------|--------|--------|--------|--------|------------------|
| Council-Manager | 3,302 (48.3%) | 3,232 | 2,760 | 2,441 | 2,356 | 2,290 (34.7%) |
| Mayor-Council | 2,988 (43.7%) | 2,943 | 3,319 | 3,635 | 3,686 | 3,686 (55.8%) |
| Commission | 143 (2.1%) | 146 | 154 | 168 | 173 | 176 (2.7%) |
| Town Mtg. | 334 (4.9%) | 333 | 365 | 363 | 369 | 370 (5.6%) |
| Rep. Town Mtg. | 65 (1.0%) | 65 | 70 | 79 | 82 | 81 (1.2%) |
| Total | *6,832 | *6,719 | *6,668 | *6,686 | *6,666 | *6,603 (100%) |

* Totals for U.S. local governments represents those municipalities with populations of 2,500 and greater.

Source: *The Municipal Year Books 1984-2000*, published by the International City/County Management Association (ICMA), Washington, D.C.

3/23/00

Professional Management Continues to Grow Among U.S. Counties

| CAO Status | 2000 | 1999* | 1994 | 1990 | 1986 |
|--------------------------------------|-------------------|-------------------|------------------|------------------|------------------|
| With Chief Administrative Officer | 1151* (37.8%) | 1,032* (33.8%) | 705 (23.2%) | 677 (22.2%) | 650 (21.4%) |
| Without Chief Administrative Officer | 1,897* (62.2%) | 2,020* (66.2%) | 2,338 (76.8%) | 2,367 (77.8%) | 2,393 (78.6%) |
| Total | 3,048 | 3,052 | 3,043 | 3,044 | 3,043 |

| Form of Government | 2000 | 1999† | 1994 | 1990 | 1986 |
|---------------------------|------------------|-------------------|-------|-------|-------|
| Council-Administrator | 371 (12.2%) | 371† (12.2%) | | | |
| Council-Elected Executive | 480 (15.7%) | 481† (15.8%) | | | |
| Commission | 2,197 (72.1%) | 2,200† (72.0%) | | | |
| Total | 3,048 | 3,052 | 3,043 | 3,044 | 3,043 |

*Statistics were obtained by pulling the number of counties with CAO positions listed in ICMA's database. These data do not appear in the Cumulative Distribution of Counties published annually in ICMA's *Municipal Year Book*.

†1999 is the first year in which ICMA published county form-of-government data using this breakdown.

Source: *The Municipal Year Books 1986-2000*, published by the International City/County Management Association (ICMA), Washington, D.C. 5/11/00

proposed a non-binding election to find out what the voters want and to give them a chance to voice their opinions. He believes Boston has used this type of mechanism. There should be an elected executive mayor who is responsible to a council that has ratification/veto power. He urged citywide circulation of proposals for charter changes similar to the circulation of the proposals for growth management zoning changes.

Richard Clarey, 15 Brookford Street, spoke in support of an elected executive. Tom Menino stands up to Harvard, to Jimmy Kelley, he stands up to everyone. Mr. Clarey said that he has many complaints about the present process. Seven years ago the North Cambridge Stabilization Committee voted to provide funds for historical plaques in North Cambridge. Those plaques still aren't up. The governance of the City of Worcester was just like Cambridge, and now Worcester has a popularly elected mayor. Worcester did not have and does not now have council election by proportional representation.

Robert Winters, 366 Broadway, stated his strong support for the current charter. He is very aware of the history of the events that led Cambridge change to a council-manager form of government. The change accomplished what it was meant to accomplish – reductions in patronage and corruption and increases in the professionalism of administration.

John Gintel, 9 West Street, stated that it is very healthy for organizations to look at their structure. He suggested a system design approach in which there is a look at what works and what needs fixing. The issue of how to get the public involved is very important. The Library 21 Committee, the Green Ribbon Committee on Open Space and the growth management zoning process are examples of processes which have built in a higher level of public participation. Mr. Gintel stressed the necessity of spending sufficient time analyzing what problems need to be solved and added that from his perspective, the current method of electing the mayor is a problem. He said that overall Cambridge has a good system, but it could use some fine-tuning.

Stash Horowitz 12 Florence Street, vice president of the Association of Cambridge Neighborhoods, related his experiences in trying to get the city to enforce the city ordinances against the developer of the Polaroid site. Citizens and neighborhood groups should not have to sue the city to get the laws enforced. Mr. Horowitz said that he requested assistance from the City Manager two years ago and got no response. He went to the Mayor's office two months ago and got immediate assistance. He wants a city administration that puts citizens first, not developers. He stated that 19 years is too long for one person to be in power, whether as a city manager or a mayor. He likes the idea of a stronger mayor; he does not like to have to lobby nine separate councillors on an issue. Mr. Horowitz added that in disputes between neighbors and developers, at the very least the city should remain neutral.

Councillor Braude asked Mr. Horowitz what he thinks the city attorneys should do in a situation in which they believe that the developer is legally correct and the

neighborhood is not. Mr. Horowitz responded that the Law Department should be required to give legal opinions to citizens. And if a citizen points out that certain laws are not being enforced, the Law Department should be required to enforce the law.

Attorney Glowa noted that the attorneys in the City Solicitors Office represent the city; the city is their client, and they are subject to the principles and responsibilities that govern the attorney-client relationship. It is their responsibility to defend the lawful decisions of the city boards and commissions.

At the conclusion of public comment, Councillor Braude invited comments from the members of the committee.

Councillor Davis stated that she would like to be able to resolve the matter of the election of the mayor, and that her impression from Attorney Glowa's presentation is that the method of election could be changed without a charter change.

Councillor Braude said that a close analysis of and debate about the features of the structure of the government would be healthy regardless of the outcome. He suggested the following next steps, and the committee agreed on these steps without objection:

- A written comparison of the methods of charter change described at the meeting.
- More information about Worcester and its charter change. (Information to be supplied by the City Clerk).
- Information from the Law Department on what is required to abolish proportional representation elections.
- Some additional information from the City Manager facts relevant to make decisions on the following possibilities including some analysis of the pros and cons :
 - ◆ Elected versus appointed chief executive.
 - ◆ Popular election of the mayor, but no change in the powers and duties of the mayor.
 - ◆ Elimination of proportional representation (PR) elections, including information about the relationship between voter turnout and PR from other localities that used to have PR and no longer do.

Mr. Healy submitted some statistics from the International City Managers Association (ICM) on the increase in the percentage of municipalities with a city manager/council form of governance. Terry Smith, Chief of Staff for the Mayor, asked whether there was any indication that the increase came in the southwest, where the population is growing and the city manager structure is very common.

Councillor Davis noted that the statistics appear to show an increase in the percentage of city manager municipalities greater than the increase in the number of municipalities.

Councillor Braude thanked all those present for their participation. The meeting was adjourned at 5:50 p.m.

For the Committee

Jim Braude DMD
Councillor Jim Braude, Chair

City of Cambridge

GOVERNMENT OPERATIONS, RULES

AND CLAIMS COMMITTEE MEMBERS

In City Council July 31, 2000

Councillor Jim Braude, Chair
Councillor Henrietta Davis
Vice Mayor David P. Maher
Councillor Michael A. Sullivan
Councillor Timothy J. Toomey, Jr.

The Government Operations, Rules and Claims Committee held a public meeting on June 21, 2000 beginning at 4:18 p.m. in the Sullivan Chamber for the purpose of considering the issue of possible changes to the Cambridge City Charter.

Present at the meeting were Councillor Jim Braude, Chair of the Committee, Councillor Henrietta Davis, Councillor David P. Maher and Councillor Michael A. Sullivan and City Clerk D. Margaret Drury. Also present were City Manager Robert W. Healy and First Assistant City Solicitor Nancy Glowa.

Councillor Braude convened the hearing and explained the purpose. He suggested that the committee's goal for this meeting be to hear from Attorney Glowa as to the methods and procedures for changing a charter and to consider what other information the committee would like to have for a future meeting on the topic.

The Committee then heard from Attorney Glowa. She outlined the three methods of charter change, charter commission, special act and local amendment procedure. That information is contained in the chart labeled **Attachment A**.

After Attorney Glowa's presentation, Councillor Braude invited public comment.

Eli Yarden, 143 Pleasant Street, submitted the written material labeled **Attachment B**. He stated that he was speaking as a person who loves cities. This city has the potential for true greatness. However, citizen participation is essential to the civic life that is the hallmark of a truly great city. When he circulated a petition regarding a civic matter recently, he was surprised by the number of people who knew nothing about how the city is run. Thus, for him, the question is what about the present form of government encourages apathy. Mr. Yarden emphasized the importance of a government where citizen interests rule, rather than a government that mediates between citizen and real estate interests. If his perception of the City Council members of not really wanting a strong council is accurate, there should be an elected chief executive.

Vincent Dixon, 287 Harvard Street, submitted a proposal for a new charter, **Attachment C**. He stated that centralization of city administration has gone too far. He

Committee Report #4

3257

A communication was received from D. Margaret Drury, City Clerk, transmitting a report from Council Braude, Chair of the Government Operations, Rules and Claims Committee, for a public hearing held on June 21, 2000, for the purpose of considering the issue of possible changes to the Cambridge City Charter.

In City Council July 31, 2000

Report Accepted
PLACED ON FILE