

CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
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EXECUTIVE DEPARTMENT
JOHN H. CORCORAN
City Manager
JAMES L. FARRELL
Assistant City Manager

November 5, 1973

To the Honorable, the City Council,

By communication dated August 6, 1973, I notified your Honorable Body that I had established an Executive Committee on Housing and Community Development made up of the major community development agencies in Cambridge to: (1) recommend to me how to proceed toward strengthening the City's capability to plan and implement programs of community development in cooperation with the citizens of Cambridge, private organizations, and the State and Federal governments; (2) explore the issues and benefits associated with alternative ways in which the Executive Department may, in the future, define and assert more effectively an agreed upon pattern of activities which is consistent with clearly defined community needs and priorities, local resources, and with emerging changes in Federal and State funding to enhance managerial capability.

This committee has worked long hours during the summer and early fall on its assignment. It has noted that "community development" as we use the term in Cambridge encompasses all activities, both public and quasi-public, that significantly affect our City's quality of living.

It has found that activities affecting the City's quality of living encompass a broad area of concerns, including the City's physical, social, cultural, and economic environments, and, equally important, the "human development" dimension which concerns itself with the personal qualifications (e.g. education, health) of the individual Cambridge citizen to make a successful life for himself or herself today and tomorrow within whatever existing environment must be coped with.

The Committee has observed that the functions of all our City's more than 50 departments, authorities, commissions and boards are in some measure involved in this community development effort as defined, and that over half this number have a very significant involvement.

In addition, it has noted that there are many other organizations (federal and state, as well as quasi-public) that have an involvement in Cambridge community development work and therefore must logically be involved in any management effort to improve overall results for the City through coordination and other approaches.

The committee has suggested that to effectively manage so many governmental units and bring about the needed coordination with non-city

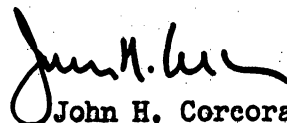
agencies and citizen groups involved in the same effort is at least a full-time job for a public officer at a high level with the authority to bring about coordinated programming and budgeting, coordinated execution of programmed work, and, equally important, appropriately high levels of citizen and inter-agency involvement in the work.

Based on the reports to me covering the above and also because of the particular exigencies of the Kendall Square Urban Renewal Project, I have reached the conclusion that it is necessary to place the Assistant City Manager in charge of the City's community development activities, and to make this a full-time assignment for him, notwithstanding the formidable administrative needs of my office.

I therefore, have empowered the Assistant City Manager, James L. Farrell, with collateral responsibilities as Administrator of Community Development with full authority to act for me in related matters. Such authority shall initially include the right and responsibility to reassign staff members of the Department of Planning and Development, as well as Model Cities Administration when and as he determines this to be necessary, and to make use of such staff to assist him in his management function.

This assignment supplements rather than supercedes the committee work reviewed above. It is my intent that the overall effort to improve the management structure for community development work in Cambridge will continue under Mr. Farrell as well, and that recommendations in this connection will reach me in time to have applicability to the budgeting process for the next fiscal year.

Very truly yours,



John H. Corcoran
City Manager

JHC/mg

Agenda # 1

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Communication from John H. Corcoran, City
Manager relative to Community Development
Activities.

In City Council,

November 5, 1973

11/5/73

Placed on file