

2/25/1974
Statement by City Mgr. John L. Sullivan

MAYOR SULLIVAN AND MEMBERS OF THE CITY COUNCIL.

I WOULD LIKE AT THE OUTSET TO THANK YOU FOR THIS OPPORTUNITY TO ADDRESS YOU TONIGHT. AND KNOWING OF YOUR FULL SCHEDULE, I WILL ATTEMPT TO BE BRIEF.

IF MORE TIME PERMITTED, I WOULD DETAIL AT LENGTH FOR YOU SOME OF THE AREAS IN WHICH I BELIEVE THE CITY - YOU AND I - HAVE BEEN MAKING RAPID STRIDES IN RECENT TIME.

THESE WOULD INCLUDE CRIME PREVENTION; HOUSING AND RELATED SERVICES FOR OUR ELDERLY, INCLUDING THE COMMITMENT OF 2.75 MILLION DOLLARS TO THE REHABILITATION OF THE CAMBRIDGE INFIRMARY; RECREATIONAL SERVICES FOR ALL OUR PEOPLE; IMPROVED PUBLIC TRANSPORTATION; EXPANSION OF OUR LEASED-HOUSING PROGRAM FOR LOW INCOME FAMILIES; EXPANSION OF A REHABILITATION PROGRAM FOR OUR EXISTING HOUSING STOCK; OUR SUCCESSFUL BATTLE AGAINST RISING MBTA COSTS WHICH WILL SEE THE CITY BENEFIT, IN 1974, FROM A 1.5 MILLION DOLLAR SAVING AS WE LOOK BACK ON A NEGATIVE BALANCE OF 4 MILLION DOLLARS IN 1973; EXPANSION OF OUR LIBRARY SERVICES AND FACILITIES

BY LEAPS AND BOUNDS UNDER OUR NEW LIBRARY DIRECTOR, ONE OF SEVERAL APPOINTMENTS, INCIDENTALLY, OF WHICH I AM PARTICULARLY PROUD; OUR EVER-IMPROVING PUBLIC WORKS DEPARTMENT SERVICES; CONTINUING PROGRESS IN PLANNING FOR RECLAMATION OF THE CITY DUMP, AND THE REHABILITATION OF OUR SEWER AND WATER SYSTEMS.

THAT MERELY SCRATCHES THE SURFACES. THERE IS SO MUCH MORE.

THERE IS, FOR EXAMPLE, THE MATTER OF COLLECTIVE BARGAINING WITH OUR EMPLOYEES. I WOULD POINT OUT TO YOUR HONORABLE BODY, AND TO THE CITIZENS OF CAMBRIDGE, THAT IT HAS BEEN MY INTENTION AT ALL TIMES -- AND I CONSIDER MYSELF A REASONABLE MAN -- TO OFFER TO ALL OUR EMPLOYEES EQUITABLE COMPENSATION AND WORKING CONDITIONS, OPPORTUNITIES FOR ADVANCEMENT, AND SUITABLE REWARDS FOR MERITORIOUS SERVICE.

IN RETURN FOR THIS, I BELIEVE OUR EMPLOYEES MUST REALIZE THAT WE DEMAND LEVELS OF PERFORMANCE AND PRODUCTIVITY EQUIVALANT TO THE BENEFITS GIVEN.

OUR NEW COLLECTIVE BARGAINING STATUTE WHICH BECOMES EFFECTIVE NEXT JULY 1, PLACES A STATUTORY RESPONSIBILITY ON CITY GOVERNMENT TO REQUIRE AND ESTABLISH THESE STANDARDS. OUR CITIZENS HAVE A RIGHT TO EXPECT NOTHING LESS; OUR EMPLOYEES SHOULD NOT REASONABLY EXPECT ANYTHING MORE. WITH COOPERATION ON EVERY SIDE -- BY WORKING TOGETHER -- THE CITY CAN AND MUST PROVIDE TO THE TAXPAYER, FROM INDUSTRIALIST TO THE HOMEOWNER AND RENT PAYER, A FAIR RETURN FOR HIS TAX DOLLAR. AND I AM CONFIDENT THAT CAMBRIDGE WILL REMAIN THE HIGHEST WAGE PAYER AND THE BEST CITY FOR MUNICIPAL EMPLOYEES.

WE HAVE BEEN WORKING ADMINISTRATIVELY TOWARD THE CONSOLIDATION OF CITY DEPARTMENT EFFORTS IN TUNE WITH THE CURRENT PHILOSOPHY OF THE FEDERAL GOVERNMENT. THE CITY MUST LEARN TO EFFECTIVELY AND EFFICIENTLY HANDLE OUR LARGER ANNUAL BUDGETS AS THE FEDERAL GOVERNMENT'S

CONTROL OVER ITS DISBURSEMENTS TO CITIES DIMINISHES.

THE CITY OF CAMBRIDGE STANDS TODAY ON THE THRESHOLD OF GREAT ACCOMPLISHMENTS IN ECONOMIC DEVELOPMENT.

AS I NOTED AT A RECENT PRESS CONFERENCE IN ANNOUNCING PLANS BY THE DRAPER LABORATORY TO RELOCATE ITS FACILITIES TO A MAJOR NEW RESEARCH AND DEVELOPMENT COMPLEX IN TECHNOLOGY SQUARE, WHILE IT OFTEN HAS BEEN SAID, DURING THE LAST HALF DOZEN YEARS, THAT THE "SMART MONEY" HAS BEEN GOING OUT OF CAMBRIDGE, IT SEEMS TO ME THAT NOW THAT TREND HAS BEGUN TO REVERSE ITSELF.

MORE THAN 40 MILLION DOLLARS WORTH OF NEW CONSTRUCTION IS PRESENTLY UNDER WAY AND EXPECTED TO AUGMENT THE CITY'S TAX BASE. THIS INCLUDES THE HOLIDAY INN NEAR HARVARD SQUARE, THE UNIQUE RESIDENTIAL COMPLEX AT 808 MEMORIAL DRIVE, THE HYATT HOUSE, AND AN AMERICAN TEL AND TEL FACILITY NEAR KENDALL SQUARE.

DURING THE LAST DECADE OR MORE, CAMBRIDGE'S POSITION AS A MAJOR CENTER OF INDUSTRIAL EMPLOYMENT HAS BEEN WANING DESPITE THE CITY'S

TRADITIONAL HOSPITALITY TOWARD INDUSTRY. THIS HAS BEEN TRUE, AS YOU KNOW, PARTLY BECAUSE OF THE DECLINE AND/OR EXODUS OF MORE CONVENTIONAL MANUFACTURING ENTERPRISES, AND PARTLY BECAUSE OF OUR FAILURE DURING THAT TIME TO ATTRACT NEW INDUSTRIES ADAPTABLE TO CHANGING TECHNOLOGY, AND TO WHICH OUR SPECIAL LABOR POOL AND UNIVERSITY RESOURCES ARE ESPECIALLY WELL SUITED.

THE ESTABLISHMENT OF THE OFFICE OF ECONOMIC DEVELOPMENT AND MANPOWER, AND THE CREATION OF A COUNCIL OF ECONOMIC DEVELOPMENT ADVISORS, BY ME, IN RESPONSE TO THE CONCERNS OF THE CITY COUNCIL, REPRESENT SIGNIFICANT STEPS IN IMPROVING OUR ABILITIES TO BRING INTO BEING, AS QUICKLY AS POSSIBLE, MORE JOBS, LARGER PAYROLLS, A BETTER WORKING ENVIRONMENT, EXPANDED OPPORTUNITIES FOR PLANT INVESTMENT AND ECONOMIC DEVELOPMENT, AND A HIGHER LEVEL OF MUNICIPAL TAX REVENUE.

I WOULD LIKE TO POINT OUT TO YOU, HOWEVER, THAT NO ORGANIZATION OR GROUP OF ORGANIZATIONS, CAN ALONE PRODUCE JOBS FOR CAMBRIDGE RESIDENTS. IT IS TRUE THAT CAMBRIDGE HAS AN ACKNOWLEDGED SUPERIORITY

IN REGIONAL LOCATION AND ACCESSIBILITY. IT HAS A LABOR FORCE WHICH CONTAINS BOTH FULLY SKILLED AND STILL-TRAINABLE WORKERS, IT IS COGNIZANT OF THE NEED TO PROVIDE ADEQUATE MUNICIPAL SERVICES AND AIMS TO DO SO. BUT THESE ATTRIBUTES AND ADVANTAGES ARE NOT ENOUGH. IN THE LAST ANALYSIS, JOBS CAN ONLY BE PRODUCED AND MAINTAINED BY WILLING INVESTORS AND DEVELOPERS, AND ULTIMATELY, OF COURSE, BY USERS WHO BELIEVE WITH CONVICTION THAT CAMBRIDGE IS A GOOD PLACE IN WHICH TO DO BUSINESS -- BY WILLING INVESTORS AND DEVELOPERS WHO WILL COMMIT RISK CAPITAL, MORTGAGE MONEY, CONSTRUCTION DOLLARS, AND OPERATING FUNDS IN THE CREATION OF PLANT SITES, BUILDINGS, FIXTURES, TOOLS, INVENTORIES AND PAYROLLS.

I AM CONVINCED WE - YOU AND I, THE CITY - HAVE BEEN MOVING IN THE RIGHT DIRECTION. THE DRAPER LABORATORIES ANNOUNCEMENT STRENGTHENS THIS CONVICTION.

THERE MUST BE, THROUGH EVERYTHING WE DO, A SPIRIT OF COOPERATION, A PURPOSE OF DIRECTION BY THE EXECUTIVE BRANCH OF LOCAL GOVERNMENT, A LESSENING OF CONTROVERSY AND OF COMMUNITY TURMOIL.

IT IS IN THIS SPIRIT OF COOPERATION THAT I SHALL NOW OUTLINE THE DECISION I HAVE MADE ON MY PERSONAL COURSE OF ACTION. I AM SURE YOU REALIZE THAT THIS DECISION IS MADE SOMEWHAT RELUCTANTLY, BUT MADE, NONETHELESS, IN THIS SPIRIT OF COOPERATION AND ADHERENCE TO THE WISHES OF THE MAJORITY OF THE CITY COUNCIL.

PLEASE BE ADVISED THAT IN ORDER TO COMPLY WITH THE EXPRESSED WISHES OF THE CITY COUNCIL AND TO ASSURE THE ORDERLY TRANSITION OF CONTROL OF THE EXECUTIVE DEPARTMENT OF THE CITY, I SHALL AS SOON AS PRACTICABLE FILE MY APPLICATION FOR RETIREMENT EFFECTIVE AS OF THE DATE MY SUCCESSOR IS TO TAKE OFFICE.

IN CLOSING MAY I SAY THAT I HAVE BEEN IN THE EMPLOY OF MY NATIVE CITY OF CAMBRIDGE FOR MORE THAN THREE DECADES. DURING EVERY WORKING DAY OF THOSE MANY YEARS, I HOPE, AND IN ALL HUMILITY, I FEEL, THAT I CONTRIBUTED MUCH TO THE WELL-BEING OF THE CITY AND ITS GOOD PEOPLE. IT WOULD BE UNFORTUNATE IF THIS IMPENDING CHANGE IN EXECUTIVE LEADERSHIP RESULTED IN CONFUSION OR DISRUPTION. THEREFORE, OVER THE NEXT FEW WEEKS I SHALL DO ALL I CAN TO EFFECTUATE A SMOOTH, ORDERLY TRANSITION.

I WANT TO EXPRESS MY APPRECIATION FOR THE OPPORTUNITY THE CITY
HAS GIVEN ME TO SERVE, AND I WANT TO WISH YOU - EACH AND EVERY ONE -
SUCCESS IN YOUR FUTURE ENDEAVORS - FOR THE BEST INTEREST OF
CAMBRIDGE.

THANK YOU.

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Statement by City Manager John Corcoran

In City Council

February 25, 1975