

City of Cambridge

The Government Operations Committee held a public meeting on November 27, 1996, beginning at 9:45 in the Conference room of the Central Square Library for the purpose of continuing its discussion of goals and objectives for the City in a facilitated meeting/training session led by Roberta Miller, facilitator.

Present at the hearing were Councillor Michael A. Sullivan, Chair of the Committee, Vice Mayor Kathleen L. Born, Councillor Henrietta Davis, Councillor Francis H. Duehay, Councillor Anthony D. Galluccio, Councillor Kenneth E. Reeves, Mayor Sheila T. Russell, Councillor Timothy J. Toomey, Jr., Councillor Katherine Triantafillou, and City Clerk D. Margaret Drury. Also present were Robert W. Healy, City Manager, Richard Rossi, Deputy City Manager, Sandra Albano, Assistant to the City Council and Roberta Miller.

Roberta Miller began with a review of the agenda for the session.

Councillor Reeves suggested checking in on how much everyone is invested in this process.

Councillor Duehay suggested a press release to let the public know the outcomes of this process.

Ms. Miller distributed copies the Government Operation Committee report of the November 8, 1996 meeting and reviewed that meeting. She noted that at the meeting, the priorities were established as team priorities, which included Mr. Rossi's and Mr. Healy's priorities. She said that she then separated the Council priorities from the team priorities and that this meeting will focus on the Council priorities. (Attachment A).

Ms. Miller then raised a comparison with the N.B.A. and noted that although these athletes are very competitive, the team wins the game. What does winning mean for a City Council team? She requested responses, from members of the City Council and the responses were as follows:

Team Response - Team Success

- . 49th Safest City - Money Magazine
- . Things are happening
- . Concrete accomplishments, parks, senior centers
- . Capital plan - long range and simple for public
- . Bench marks to measure success
- . Council to grow - respect, dignity, leaders in City as demonstrated
- . Progress on housing; protecting existing tenants
- . Not harm City

- . Mutual respect, shared goals
- . City Council and City Administration working together
- . Choose five goals and accomplish them
- . Identify several top priorities and work together to achieve them
- . Recognizing strengths and weakness on the team and moving forward

Ms. Miller then requested that Mr. Healy and Mr. Rossi respond to the question of what a team success would look like and the responses were as follow:

- . City Council picks five goals
- . Working together

Ms. Miller summarized what a win for the Council team would look like: With mutual respect, establish clear goals, focus on those goals, establish benchmarks and get to concrete accomplishments.

Ms. Miller then moved to the list of draft priorities (Attachment A) and presented a framework of those priorities:

Maintain

Public Safety

Neighborhood Cohesion

Mix - diversity - socioeconomic, cultural, racial, business, intellectual

Efficient/Effective Services

Increased access and better enforcement

Coordinated response

Fiscal Stability

Ms. Miller stopped at fiscal stability to check on whether there was complete agreement on fiscal stability as essential to maintain.

Councillor Galluccio noted that priorities change. Mr. Rossi asked if the priorities have been set by nine members of the City Council, who can change the priority. Should it not be the entire group that agrees on changes to those priorities?

Councillor Reeves brought up the "gift" concept, that just as in personal budgeting, one can upon occasion give oneself a "gift" from savings, there should be a possibility for the City Council to decide on a "gift" for the City, a library or a senior center, for example.

After ascertaining that there was agreement on the "Maintain" category, Ms. Miller moved to the next category:

Immediate Needs

- . Housing Short Term - existing tenants, expiring use
Longer term - mix of housing - who lives in Cambridge
- . Infrastructure
 - Police
 - Library
 - two Schools
 - Sewer/water
 - Facilities for elderly and assisted living

In response to a question from Councillor Triantafillou regarding what is on the capital budget already, Mr. Healy and Mr. Rossi listed the following items:

- . Water treatment plant
- . Police station
- . Library
- . Schools
- . Housing \$2 million per year

Mr. Healy noted that putting new items in the list means that some items already on the list may not be completed in the scheduled time. For example, the senior center moved the library and police station completion time.

Ms. Miller then moved to the Programmatic Focus goals from the City Council priorities:

Programmatic Focus

Youth (faith in high school system, safety zones for schools, junior college, family festivals, preschool children)

Transportation/Traffic
Sustainable Growth Policy/Planning
Redevelopment Issues

To keep in mind in all programmatic issues: trees, the natural environment, historic preservation, an "arts city".

Ms. Miller then moved to the next configuration of the goals expressed by the City Council at its November 8, 1996 meeting.

Issues Requiring Systemic/Coordinated Responses

Domestic Violence

AIDS

Drugs

Her final category was a list of themes running through all of the enumerated goals:

Themes

Get the Story Out - cable show, cops show, PR person, architectural history, electronic media

Community Input - activated and involved citizenry.

Workforce Training - continued diversity development

Ms. Miller asked if there was anything missing.

Mr. Rossi said he thought public safety got a more distinctive emphasis at the first goal setting session. Ms. Miller added it.

Councillor Triantafillou described a recent experience showing people around Cambridge. She said it was a very interesting experience to pick out what to show visitors.

There was agreement on the "Systemic/Coordinated Responses category.

Ms. Miller asked whether housing is still the number one priority.

After discussion, Ms. Miller said that she is still hearing the importance of coming up with an affordable, acceptable and satisfactory resolution for housing issues, as a number one priority and asked for a confirmatory vote. All nine voted in the affirmative. Councillor Duehay noted, however, that he does not believe that there can be a solution which is satisfactory and perceived as satisfactory.

It was then agreed by unanimous vote that the second priority is the infrastructure and that it is directly related to the housing priority in spending although somewhat secondary to housing.

Ms. Miller then moved to the Program Focus category. she noted that the November 8, 1996 meeting the priorities were as follow:

- . Youth
- . Sustainable Growth Policy

- . Redevelopment issues
- . Transportation/Traffic

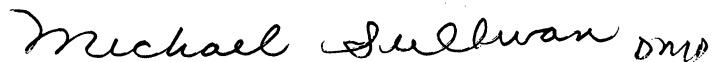
It was agreed that the priorities remain as established at the November 8 meeting and as stated above.

Regarding the category of Requiring Systemic/ Coordinated Response, it was agreed that the goal is continued improvement and work in the development of benchmarks for the issues listed (AIDS, drugs and domestic violence), and that other issues may be added to this list.

Regarding the category of themes, it was agreed that "Get the story out" is of such high priority as to rank third in the overall goals of the City. Finally, it was agreed that the Government Operations Committee would have one additional session with Ms. Miller as a trainer and facilitator to continue the discussion on the topic of what practices the City Council could utilize to improve its ability to make public policy.

The meeting was adjourned at 12:30 p.m.

For the Committee

A handwritten signature in cursive script that reads "Michael A. Sullivan" followed by a small mark that appears to be "DMA".

Councillor Michael A. Sullivan, Chair

CAMBRIDGE CITY COUNCIL DRAFT PRIORITIES (IDENTIFIED 11/8/96)

- (6T) (4-1's) (1-2) (1-3) Housing 2001 Units
- (5T) (1-1) (1-2) (2-4's) (1-5) Infrastructure repair based on capital plan(includes Water Treatment)
- (4T) (1-2) (1-3) (1-4) (1-5) Truck Routes and Traffic Patterns to protect Residential Areas
- (3T) (1-1) (1-2) 1-3) Police Station
- (3T) (1-1) (1-2) (1-3) New Library
- (3T) (2-2's) (1-4) Sustainable Growth Policy Adopted
- (2T) (1-1) (1-2) Financial Stability
- (2T) (2-3's) Restored Faith in the High School
- (2T) (2-4's) Youth Violence Work
- (2T) (2-5's) Assisted Living Facilities for the Elderly
- (1T) (1-1) Safety Zones around the Schools
- (1T) (1-2) Reduction in Domestic Violence
- (1T) (1-3) Central Square Realized
- (1T) (1-3) W.R. Grace Site Cleaned
- (1T) (1-3) Easy Access to Service
- (1T) (1-4) Junior College
- (1T) (1-4) No Bicycles on the Sidewalk
- (1T) (1-4) Family Festival
- (1T) (1-5) Trees
- (1T) (1-5) Historic Preservation
- (1T) (1-5) Designated Arts City
- (1T) (1-5) Preschool Childcare
- (1T) (1-5) Enforcement Official
- Plan for Squares, Mass Ave., Cambridge Street; includes open space plan
- Architectural History Resources for community and visitors
- Daily Paper; Police Cable Show
- Cheap Environmentally Friendly Transportation
- Award for Most Livable City
- Neighbors Know Each Other
- Computer Access to Services
- Law Abiding Mood
- Public Relations Staff Person
- No Drugs
- Eradicate AIDS
- Training for Workforce
- Diversity Paradigm: learning and effectiveness
- Rubbish Trucks don't leave a mess

Committee Report #4

S-650

A report was received for a meeting held on November 27, 1996 for the purpose of continuing its discussion of goals and objectives for the City in a facilitated meeting/training session led by Roberta Miller, facilitator.

In City Council December 16, 1996

Report Accepted.
Placed on file
on motion of
Councillor Sullivan.