



# City of Cambridge

~~30.~~

Calendar #1A

IN CITY COUNCIL

~~February 10, 1997~~

February 24, 1997

COUNCILLOR TRIANTAFILLOU  
COUNCILLOR REEVES

RESOLVED: That the City Council adopt the following mission and goals statement for 1997:

**Mission:** To maintain Cambridge as one of the most liveable Cities of America where the quality of life is exceptional and diversity informs the fabric of our daily living.

**Goals:**

1. Maintain public safety;
2. Maintain infrastructure;
3. Maintain diversity;
4. Maintain efficient/effective services, including increased access and better enforcement and interdepartmental coordination in the areas of domestic violence, AIDS and drugs;
5. Maintain fiscal stability;
6. Educate the public about what the City has done and is doing to reach these goals;

**Priorities:**

1. Housing
  - a. Immediate short-term goal is to assist existing tenants and expiring use tenants;
  - b. Long term goal is to increase the availability of low/moderate income housing to 2,000 units by the year 2007.
2. Delineate funding priorities for infrastructure capital budget including Water Treatment plant, police station, library, schools, housing, sewer/water and assisted living for low/moderate income elders.
3. Truck Routes and traffic patterns to protect Residential Areas.

**Programmatic Focus:**

1. Youth;
  - a. Renew faith in high school;
  - b. Safety zones for schools;
  - c. Junior College;
  - d. Family Festivals;
  - e. Preschool children.
2. Adoption of Sustainable Growth Policy/Planning;
3. Redevelopment issues;
4. Traffic and Transportation;
5. All programmatic issues should be mindful of trees, the natural environment, historic preservation and establishing Cambridge as an "arts city."

**Thematic Goals:**

1. Get the Story Out - educate public about what we already do and have done;
2. Maintain and increase Community input - celebrate an activated and involved citizenry;
3. Workforce training - continued diversity development.

In City Council February 24, 1997  
Adopted by the affirmative vote of nine members.  
Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

D. Margaret Drury  
City Clerk



# City of Cambridge

~~—30—~~

Calendar #IB

IN CITY COUNCIL

~~February 10, 1997~~

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COUNCILLOR TRIANTAFILLOU  
COUNCILLOR REEVES

RESOLVED: That a new section of the Agenda be added which shall be referred to as **Goals and Benchmarks**. The purpose of this section is to contain a copy of the goals the Council adopts as well as the goals and objectives put forth by the manager. On a monthly basis, the council shall spend at least one hour of the regularly scheduled meeting discussing the Goals with the City Manager, what steps we have taken to advance those goals; and be it further

RESOLVED: That a working group of the Council draft benchmarks for assessing our success throughout the year.

REFERRED TO RULES ON MOTION OF COUNCILLOR SULLIVAN.



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COUNCILLOR REEVES

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3. Truck Routes and traffic patterns to protect Residential Areas. ☺

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and be it further

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**RESOLVED:** That a working group of the Council draft benchmarks for assessing our success throughout the year.

**CHARTER RIGHT EXERCISED BY MAYOR RUSSELL.**

# 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

*Michael Sullivan DMP*

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

Resolution Regarding Council Goals

Resolved, that the City Council adopt the following mission and goals statement for 1997:<sup>1</sup>

Mission: To maintain Cambridge as one of the most liveable Cities of America where the quality of life is exceptional and diversity informs the fabric of our daily living.

- Goals:
1. Maintain public safety;
  2. Maintain infrastructure;
  3. Maintain diversity; ~~(by which we mean the socioeconomic, cultural, racial, business and intellectual mix of the city);~~
  4. Maintain efficient/effective services, including increased access and better enforcement and interdepartmental coordination in the areas of domestic violence, AIDS, and drugs;
  5. Maintain fiscal stability.
  6. Educate the public about what the City has done and is doing to reach these goals.

- Priorities:
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Programmatic Focus:

1. Youth;

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<sup>1</sup>These goals were essentially adopted by the Council at its November 27, 1996 meeting with facilitator Roberta Miller.

11/22/96  
attach minutes to  
resolution?

- a. Renew faith in high school; ~~and establish excellent schools throughout the system;~~
  - b. Safety zones for schools;
  - c. Junior College;
  - d. Family Festivals;
  - e. Preschool children.
2. Adoption of Sustainable Growth Policy/ Planning;
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  5. All programatic issues should be mindful of trees, the natural environment, historic preservation and establishing Cambridge as an "arts city."

Thematic Goals:

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Resolved, further, that a new section of the Agenda be added which shall be referred to as **Goals and Benchmarks**. The purpose of this section is to contain a copy of the goals the Council adopts as well as the goals and objectives put forth by the manager. On a monthly basis, the council shall spend at least one hour of the regularly scheduled meeting discussing the Goals with the City Manager, what steps we have taken to advance those goals.

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· Sustainable Growth Policy



Redevelopment issues  
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- (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





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**Programmatic Focus:**

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and be it further

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**RESOLVED:** That a working group of the Council draft benchmarks for assessing our success throughout the year.

Revised

Consent Order #30

Cal)

5-111

48

Councillor Triantafillou re: Resolution  
regarding Council Goals.

g

In City Council February 10, 1997

CHARTER RIGHT

BY Mayor Russell

2-24-97

Submitted order split in two

- ① Order adopted
- ② Second order referred to Rules Committee