

Immediate Needs

Housing

- a) short term
- b) long term

Infrastructure

-police, library, two schools, assisted living facilities for the elderly.

Programmatic focus - Quality of Life

1. Youth - Faith in high school, safety zones, junior college, family festivals, preschool childcare
2. Sustainable growth policy/planning
3. Redevelopment issues
4. Traffic/transportation

Issues Requiring Systemic/Coordinated Responses

Domestic Violence

AIDS

Drugs

alcohol
smoking

Themes

Get the story out

Community input

Workforce training

Central to all: diversity

Councillor Triantafillou stated that after seeing the School Committee process, where the facilitator actually helped members to write out the statements and come up with the final goals, she thinks the City Council could benefit from that kind of assistance.

Councillor Davis stated that not that much can be accomplished in a year. It would be useful to try to focus on what actually can be done in a year.

Councillor Born asked for a clarification of the purpose of the meeting.

Ms. Miller stated that the function is not to focus on what has been achieved nor is it to set brand new goals; it is to review the goals that the City Council has to see if anything that needs to be refined in light of the upcoming hearings on the City Manager's proposed FY99 budget.

The committee then proceeded to review the City Council Mission and Priorities.

With regard to affordable housing, Councillor Russell stated that the City is providing assistance. Councillor Born stated that there are many unresolved issues related to this goal. The long-term affordable housing is easier to measure.

Councillor Duehay stated that the short-term goal is not completed. With regard to the long-term goal, the City is beginning to make progress.

Councillor Triantafillou stated that number three could be revised to emphasize growth management.

Mayor Duehay stated that the capital budget will give a good delineation of the funding priorities. With respect to "get the story out" progress is being made. Progress is also being made on broadening citizen involvement and participation in government. Mayor Duehay noted that this is related to improving the quality of public information.

Councillor Davis noted that the North Massachusetts Avenue Roadway project was very effective in involving the community. It is important to get beyond the usual City Council meeting attendees.

Ms. Miller highlighted the point being made about reaching out to the public beyond just the usual attendees of City Council meetings.

Mayor Duehay noted the lack of a daily newspaper, or daily radio or television news about Cambridge. There is a lot going on in this city that people do not know about.

Mr. Rossi stated that he meets lots of citizens who do not participate except for a particular issue. He believes there is a feeling that this is not a safe environment for participation.

Councillor Triantafillou stated that people tend to respond to what they perceive their self-interest to be. Perhaps more information would encourage people to define their self-interest more broadly.

Councillor Davis stated that a key feature of the Cambridgeport neighborhood study was the large number of people who stated that they did not feel that they know what is going on. We have to make it palatable in small bites to know what is happening.

Councillor Born asked how the City could do that?

Councillor Davis stated that the information about all city meetings should be on cable television. Mayor Duehay stated that employees could appear on television to impart information about their areas. Councillor Davis suggested having the announcements on cable before the meeting on Monday.

Councillor Russell noted the problem with turnover in Cambridge; when the University Park zoning was done, lots of people knew about it. Ten years later during the build-out period, there are new people who were not involved in the original decision-making.

Ms. Miller asked whether the Community Development Department could be used to help get the message out. Councillor Russell stated that the signs about the North Cambridge project on the street have been very effective.

Councillor Duehay asked about the report on a public information program. Mr. Healy stated that a final report is expected in three to four weeks.

Councillor Reeves stated that the reception desk at the Senior Center is staffed by senior volunteers. They could be used at City Hall.

Ms. Miller stated that getting the story out and getting citizen involvement are clearly priorities.

Ms. Miller then moved to the question about the agenda for children: it has been mentioned as a priority, but it is not on the original list.

Mayor Duehay described the School Committee process for goal setting, where the Superintendent made it clear that it was her responsibility to develop the strategies. Ms. Miller stated that there would be further discussion of this.

Mayor Duehay stated that the childrens agenda has come from several places, the Kid's Council, the new Superintendent and the City's response to the Jeffrey Curley tragedy.

Councillor Davis suggested adding youth as a priority.

Councillor Reeves stated that he thought the Kid's Council was covering the youth concerns; but he was very struck by the meeting after Benny Rosa's death.

It was agreed that a youth programming priority would be put on the list.

Councillor Davis stated that the goal of "increasing workforce training" is vague. Ms. Miller noted that it is a strategy.

Councillor Born asked how we measure whether it has been effective. Mayor Duehay suggested evaluations, including asking customers for their evaluation of services.

Councillor Triantafillou said that some of the numbers of persons served are very small.

Vice Mayor Galluccio suggested asking employees for their opinions about what would make it easier for them to serve the public.

Councillor Reeves suggested using employees who are "stars" in particular areas, like Diane Squires, who has a real talent for dealing with the public, to train employees in the areas of their strengths.

Ms. Miller suggested broadening the goal to strengthening the City's workforce.

Mayor Duehay stated that the other part of workforce training is to make sure residents get the benefits of the booming economic development. The City Council should have a goal of strengthening workforce development for its citizens.

Ms. Miller asked whether the goal should be phrased as citizens who have the skills and capacity to participate in the current strong economy.

Councillor Davis stated that the goal for workplace economy should include a goal for high quality jobs, which means including the schools.

Councillor Triantafillou stated perhaps some new big goals should be left for next year, rather inserted as than amendments for the FY99 goals.

Vice Mayor Galluccio stated that the timing is now for trying to increase jobs for Cambridge residents. A lot is being done anyway; there is ongoing work.

Councillor Reeves asked what it means to make "growth management" a priority.

Councillor Triantafillou suggested making the growth management goal a goal to develop a strategic plan to manage growth policy. Mayor Duehay stated that the City has developed a growth management policy. Councillor Triantafillou stated that it needs indicators.

Councillor Born stated that she has a goal of "Zoning Nirvana." She would like to have the City Council actually address zoning and enact all the improvements necessary to not have to approach zoning on a development by development basis.

Mayor Duehay stated that it is important to provide support for the Growth Management Advisory Committee.

Councillor Davis stated that it is not just zoning. There are no standards for when a project requires a traffic analysis.

Mayor Duehay stated that it is no good to have traffic studies unless there are consequences that flow from it.

Councillor Davis stated that she disagrees. The Polaroid studies have been useful to convince the MDC to provide a traffic light, etc.

Mr. Healy noted that if growth management limits growth, then there must be consideration of what the effects will be on the goal of continuing the capital budget priorities.

Ms. Miller stated that these items will come into conflict.

Councillor Born stated that she would like to see a discussion about what the population should be in Cambridge and how many more jobs Cambridge should have.

Ms. Miller asked whether "Explore new strategies for mitigating congestion" and "Improve transportation options" could take the place of "growth management."

Mr. Healy noted that there are also vehicle trips by residents that contribute to traffic congestion.

Councillor Born said it is wrong to include traffic and development in one goal.

Councillor Triantafillou noted the relationship between traffic and getting the story out in that there is a need to change behavior.

From the discussion Ms. Miller produced a revised list of City Council priorities and assisted the members present in a process in which each member prioritized the goals by a color-ranking and the cumulative results were calculated. There upon there was a discussion of the new priorities.

Councillor Reeves pointed out the changing demographics.

Councillor Russell said that affordable housing is no longer her top goal; it is too hard to site. Councillor Sullivan stated that there are too many other issues that also need attention.

It was agreed that the fact that affordable housing is now the priority is a reflection of their feelings that affordable housing is proceeding at a satisfactory level that should continue.

Mr. Rossi noted some surprise that crime does not appear as a priority. Councillors Davis and Sullivan both stated that their concern about youth includes issues related to crime and youth violence.

Councillor Reeves noted that since Councillor Toomey and Vice Mayor Galluccio were not present for the discussion on revised priorities and ranking, it would be helpful to get their reaction.

At the request of the committee, Ms. Miller provided a revised draft version of these priorities to arrive at specific enough language for the goals to enable deliberation of implementation steps and indicators. A copy of this draft is attached to this report. Attachment A.

Ms. Miller then moved to the topic of options for meeting formats and presented the following schematic diagram of the tasks and interrelationship of the legislative and administrative functions of city government. Attachment B.

Councillor Reeves brought up the issue of how to get the response of department heads to questions raised at the meeting with regard to orders.

Mr. Healy stated that it is not appropriate for him to respond to an inquiry the night of the meeting at which the Council Order is first submitted. He needs time to consult with his department heads and they in turn need to be able to consult their staff.

Councillor Sullivan stated that sometimes there is an immediacy and some response is needed, even if the department head cannot give the particulars.

Councillor Russell stated that a City Councillor can also tell the department head in advance that they are going to ask the question.

Councillor Triantafillou said that when she was home sick on Monday she watched the meeting and she would encourage the other members of the City Council to do the same. Is there a way to do it better? Is there a way to structure the meeting to be able to focus on the important things?

Councillor Reeves said that he believes that there should be more public hearings during the City Council meetings.

Councillor Duehay stated that Monday nights are the time when the City Council can give the most information to the public. Perhaps there could be a refined structure for the hearings.

Ms. Miller said that disposition and legislation must happen in the meeting, but most other functions can happen in other places. It appears that analysis and exploration do not happen.

Councillor Born stated that she believes this is a time when it could be useful to have some informal communication with each other and staff.

Mr. Rossi stated that the roundtables have worked very well. It is a time for staff and Council members to have discussions as equals. The problem is that City Council attendance has been low.

Ms. Miller listed some options that other City Councils have used:

- One meeting a month when there are no votes. The meeting is informal, more like this meeting. It would still be on television. It could involve experts from the community.
- One part of each meeting could be done as a circle in the center with staff participation in discussion.
- Roundtables/conferences with staff before the Council meeting. They tend to be poorly attended.
- Work sessions/study sessions scheduled anytime with appropriate staff.

Councillor Davis stated that the City Council needs to figure out what its priorities are, what it wants to use the regular meeting for.

Councillor Reeves stated that he feels it is a highly participatory democracy. Councillor Triantafyllou stated that she could listen to a substantive discussion for hours if it is going to lead to a decision.

Councillor Russell stated that it is time to look at the rules again.

Ms. Miller stated that there are a lot of things that can be done. The City Council could start with the roundtables. Attendance has been low, but perhaps a different time would work better.

Councillor Sullivan suggested doing them on Mondays.

Ms. Miller suggested that people think about any other suggestions for improving the meeting and that the issue remain in the Government Operations committee.

Councillor Triantafillou suggested that the Government Operations Committee create a survey about how members would like to see the meeting changed. She also suggested that the City Council be willing to experiment.

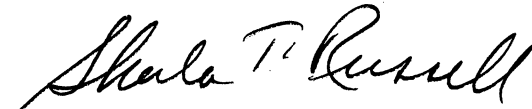
Councillor Reeves stated that there are substantive differences among the members of the City Council. He doesn't agree with many policies of the City. Councillor Born noted the importance of Councillors who want to change policies getting their colleagues to agree and support the proposed changes.

Ms. Miller noted that a certain level of frustration and feeling of impotence is being expressed by members of the Council with regard to their power to actually effect change. She recommended looking at adjusting the meeting format, looking at public participation in the meeting, and perhaps considering Monday afternoon meetings. She then noted the need to develop benchmarks.

Councillor Davis suggested polling members to decide when the next goal setting meeting should happen. Councillor Sullivan stated that it had already been decided at an earlier meeting that the meeting should happen in September.

The meeting was adjourned at 4:20 p.m.

For the Committee,

A handwritten signature in black ink, reading "Sheila T. Russell". The signature is written in a cursive, flowing style.

Councillor Sheila T. Russell
Chair

A

CAMBRIDGE CITY COUNCIL GOALS - APRIL 8, 1998

1. Increase supply of affordable housing

- *a. Short-term goal. Provide assistance to low and moderate income residents who lived in rent-controlled apartments and are now struggling to stay in Cambridge and to tenants in "expiring-use" buildings where mortgage pre-payment threatens affordability.
- b. Long-term goal. Increase the supply of housing affordable to low/moderate residents by 2000 units by the year 2007.

1-1 vote
3-2votes
1-3vote
1-4vote
1-5vote total 19 rating 3

2. Manage growth to maintain a liveable city

- explore strategies for congestion mitigation
- improve transportation options
- support appropriate development
- improve zoning

3-1 vote
2-2votes
1-3votes
1-4vote total 14 rating 1

3. Improve and appropriately target youth programming to support healthy youth development (emerging issue: waiting on new youth report for specifics)

2-1 votes
1-2votes
4-3votes total 16 rating 2

4. "Get the story out" and "get the story in"

- improve communication between the city and residents
- educate citizens about the operation of city government
- support behavior changes that improve the quality of life in the city
- improve involvement and participation of Cambridge residents in city activities

2-4vote
3-5vote
1-6vote
1-7vote total 36 rating 6

5. Strengthen the city workforce

- continue staff development and training

2-4vote
1-5vote
1-6vote
2-7vote total 24 rating 4

6. Ensure that the citizens of Cambridge have access to developing the skills and capacities to positively participate in the current economy

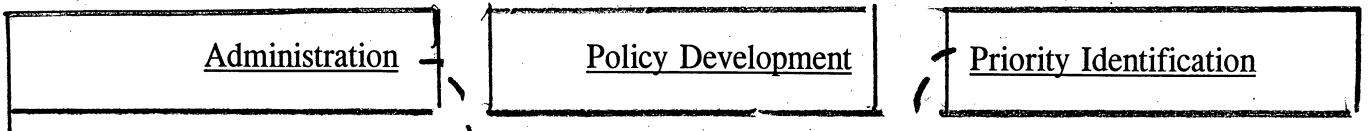
1-1 vote
1-2votes
3-6vote
1-7vote total 28 rating 5

7. Continue to fund capital budget priorities

1-3votes
1-4vote
1-5vote
2-6vote
3-7vote total 45 rating 7

* The council put particular emphasis on short term approaches.

Attachment B



Proactive
frame issues
response

/

/

oversight
evaluation

/

/

community
education

/

/

community
building

/

/

commemor-
ation, cele-
bration,
condolences

/

/

democracy
building
forum, variety
of opinions

/

/

idea incubator

/

/

customer
service
resource
complaints/sat-
isfaction
problems

Implementing Policy

- - /

Support

City of Cambridge

The Government Operations Committee held a public meeting on April 8, 1998, beginning at 11:15 a.m. in the conference room, second floor, 51 Inman Street for the purpose of a facilitated meeting to consider its goals in relation to the FY99 budget and to consider the format of the City Council meeting as it relates to deliberation.

Present at the hearing were Councillor Sheila Doyle Russell, Chair of the Committee, Mayor Francis H. Duehay, Vice Mayor Anthony D. Galluccio, Councillor Kathleen L. Born, Councillor Henrietta Davis, Councillor Kenneth E. Reeves, Councillor Michael A. Sullivan, Councillor Katherine Triantafillou, and City Clerk D. Margaret Drury. Also present were Robert W. Healy, City Manager, Richard Rossi, Deputy City Manager, and Roberta Miller, consultant and trainer.

Councillor Triantafillou noted since the previous goal-setting meeting, the issue of growth management has become more significant and Mayor Duehay stated that the agenda for children has also come up as an important initiative.

Ms. Miller reviewed the agenda for the day: FY99 Council Priorities, Manager's Goals, options for meeting formats, and some discussion of goal setting and priority setting so that the management and policy segments of goal setting can be better integrated.

Councillor Triantafillou suggested adding a discussion of how to get better City Council attendance.

Councillor Davis stated that there needs to be a little more attention to being sure that the meeting is at a time convenient for all and then getting a commitment from them that they will come. She expressed her displeasure that several City Council members were not there.

Ms. Miller stated that there is a long time when something new is started until people understand the importance of their participation.

Mayor Duehay noted that there will be a report of the meeting on the agenda. It may not be possible to do this in one meeting.

Ms. Miller then reviewed the following list of City Council priorities developed at the Fall 1996 goal setting meetings:

Maintain

Public safety;
Neighborhood cohesion;
Mix - diversity - socioeconomic, cultural, racial, business, intellectual;
Efficient/effective services; and
Fiscal stability.

A report was received from Councillor Russell, Chair of the Government Operations Committee, for a meeting held on April 8, 1998 for the purpose of a facilitated meeting to consider its goals in relation to the FY99 budget and to consider the format of the City Council Meeting as it relates to deliberation.

In City Council May 11, 1998

Report Accepted

PLACED ON FILE

Amended Goals Adopted