



EXECUTIVE DEPARTMENT
JOHN H. CORCORAN
City Manager

Addressed before

The City Council

of

The City of Cambridge

by

John H. Corcoran
City Manager

September 18, 1972

Ladies and Gentlemen of the City Council

My Fellow Citizens of Cambridge:

Twenty-seven months ago I was elected by the City Council as the City Manager of Cambridge amidst much political controversy which continued to rage up to the last municipal election and which has caused consternation and bitterness these past nine months of debate and indecision. There are those in this city who see in your vote of last Monday a sign of weakness, a sign of instability and an abandonment of leadership.

For my part, I am personally gratified and appreciative; but unlike some I see in your vote not merely a vote of confidence in my ability but a mark of strength and commitment to stability and progress in city government. After six continuing years of controversy - climaxed by nine very difficult months - we now - more than ever can work together to renew vitality and greatness in this city - we can work together to renew the vision and purpose of the Council- Manager form of government and seek to bring the diverse and varied elements of our city together.

We must begin to build a city where landlord and tenant feel not combative but cooperative; where our universities realize that to enjoy the benefits of this community, they must assume their fair share of the responsibility for the support of government; a city where those who demand service from government recognize a responsibility to provide the means to support that service.

We must work to build a city which recognizes and secures the desire and right of all our citizens to decent housing at reasonable cost - to safe and clean streets - to a first-class education, free from intimidation. But, most important of all - we must recognize our responsibility to keep the cost of government within the means of our citizens to pay.

During my administration, I have emphasized the need to be concerned about and achieve performance in government - to exercise fiscal responsibility - and

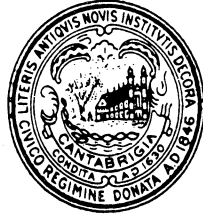
that policy shall not only be continued, but be increasingly put into practice in every municipal department. We must - together - look at the very structure of city government and reassess the validity of various departments in light of new demands and new operational innovations. We can no longer afford to continue - by habit - filling job vacancies - from laborer to the higher levels of responsibility - merely for the sake of filling those jobs. We must constantly evaluate the validity of each position with a view of increasing efficiency and performance. We must consider each tax dollar not merely as an expenditure - but as an investment - a commitment by each citizen to quality and excellence in government.

Each one of us who is committed to preserve, protect, and enhance our neighborhoods and insure the opportunity of all our citizens to live and raise their families in this city - must recognize in a pragmatic way, the economic fact of life - that we must encourage private development - rejuvenation of our business districts - consistent with a comprehensive land use policy.

And so let those of us in government in this city - renew our commitment to sound, responsible and progressive city government. Let us develop municipal policy viewing our many concerns not as problems, but as opportunities - opportunities for rebuilding our city - placing emphasis on those things which bring us together rather than those which tear us apart - a city where our citizens feel not threatened, but hopeful.

In this spirit, I begin anew - with your support and your help - my tenure as City Manager and pledge to you and the citizens of Cambridge my commitment of service for the best interests of the entire City of Cambridge.

Thank you very much.



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