



CITY OF CAMBRIDGE

CAMBRIDGE, MASSACHUSETTS 02139
Tel. 876-6800

EXECUTIVE DEPARTMENT

James L. Sullivan
City Manager

May 6, 1974

EXECUTIVE ORDER ESTABLISHING DEPARTMENT OF COMMUNITY DEVELOPMENT

WHEREAS:

In April 1970, the report entitled "Effective Government for Cambridge," issued by the New York Institute of Public Administration (IPA) strongly suggested the need for major departmental reorganization to permit Cambridge to organize and to manage, effectively and in a fully comprehensive way, its overall planning and development programs.

WHEREAS:

In November 9, 1970, an initial reorganization of the Planning Department and the Community Development Section of the City Manager's office was undertaken by executive order establishing the Department of Planning and Development.

WHEREAS:

In June 14, 1971, an initial reorganization of the Cambridge Model Cities Program was undertaken by executive order establishing, among other things, the Model Cities Administration as a part of the executive branch of Cambridge city government.

WHEREAS:

The emerging Federal and State government guidelines with respect to local response to community development programs make further reorganization essential;

WHEREAS:

It is the intent of the City Council to improve the quality of life in Cambridge and to create the administrative mechanisms to accomplish this goal;

WHEREAS:

The City of Cambridge, acting through its City Manager, has entered into contracts with the Department of Housing and Urban Development to undertake several so-called categorical grant programs;

WHEREAS:

The City of Cambridge has responded on an interim basis to the need for further consolidated staffing arrangements involving staff personnel in the Department of Planning and Development, the Model Cities Administration, and the Cambridge Redevelopment Authority, in order to carry out closely-integrated, multiple-agency, joint-staff activities for high priority projects such as Kendall Square, and to provide central, systematic direction for shared work programs.

WHEREAS:

The City Council, on August 6, 1973, was advised of the appointment of the Assistant City Manager, the establishment of the Executive Committee on Housing and Community Development, and voted to approve the establishment of the position of Director of Economic Development and Manpower as well as to appropriate the necessary funds;

WHEREAS:

The City Council, on November 5, 1973, was advised of the collateral assignment of the Assistant City Manager as Administrator of Community Development, which was intended to supplement the work of the Executive Committee on Community Development and to ensure effective, consolidated staffing arrangements;

WHEREAS:

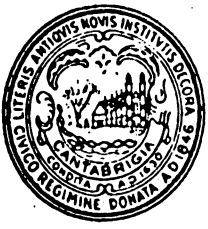
The City of Cambridge is now prepared to formalize currently established working relationships in our consolidated staffing arrangements;

NOW, THEREFORE:

By virtue of the power vested in me as City Manager of the City of Cambridge, it is hereby:

ORDERED AS FOLLOWS:

- (1) That a Department of Community Development, organized generally as described in the outline statement attached hereto, be established, effective July 1, 1974.
- (2) That the executive order, dated November 9, 1970, reorganizing planning and development activities in the City of Cambridge, be amended for the purpose of now transferring all stated powers, duties, functions, and responsibilities, of the Department of Planning and Development, together with all present staff, programs, projects, activities, equipment, supplies, contracts, and accounts, to the Department of Community Development.
- (3) That the executive order, dated June 14, 1971, reorganizing the Cambridge Model Cities Program, be amended for the purpose of now transferring all stated powers, duties, functions, and responsibilities, of the Model Cities Administration, together with all present staff, programs, projects, activities, equipment, supplies, contracts, and accounts, to the Department of Community Development.



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ORGANIZATION OF DEPARTMENT OF COMMUNITY DEVELOPMENT

The community development department is intended, basically, to provide a major organizational unit, at the departmental and agency level, within the framework of which all work activities relating to overall planning and development may be consolidated under the central, systematic direction of the City Manager, as the city's chief administrative officer.

In addition, the organization of the department is intended to strengthen the planning and managerial capabilities of the City Manager's office, to improve the effectiveness of the municipal response to important community development problems, to provide for a more coherent approach to the programming and implementation of presently fragmented community development work activities, and to enhance our posture in seeking financial assistance for community development programs.

Major emphasis in the work of the department of community development will be placed on (1) ending the less than totally effective

performance which has characterized some of our more important planning and development activities, with consequent costs in time, money, manpower, and final product, (2) overcoming fundamental defects in the community setting for planning and development work, (3) integrating multiple, fragmented, autonomous, independent, self-governing, categorically-oriented, and externally-funded, separate departmental agency structures and programs, (4) enunciating a sound conceptual scheme for community development work substance and process, (5) outlining clearly-defined, locally agreed-upon, community goals, development objectives, agency assignments, work programs, and action priorities, (6) preparing a fully comprehensive plan and sharply articulated action program for community development work, (7) implementing a basically workable, acceptable process for responsible community involvement, particularly in the assessment of community needs, formulation of community goals and in the establishment of work program targets, (8) maintaining effective, central executive management arrangements for program direction, organization, staffing, budgeting, funding, communications, coordination, accountability, and control.

The department will be directed by the Assistant City Manager for Community Development who will serve as the Administrator of

Community Development, and will have responsibility for the proper functioning and general effectiveness, as well as the general supervision and control, of the Department of Community Development, and of those other local departments, divisions, boards, agencies, commissions, and officers, such as the Planning Board, the present Department of Planning and Development, and the present Model Cities Administration, for which the City Manager's office has direct managerial responsibilities, and for the maintenance of effective working relationships (1) with those other local organizations, such as the Cambridge Housing Authority, the Cambridge Redevelopment Authority, and the Cambridge Economic Opportunity Committee, in which the City Manager's office has coordinative or collateral responsibilities, (2) with those organizations of a regional, State, or Federal nature, or organizational subdivisions thereof, such as the Massachusetts Bay Transportation Authority (MBTA), the Massachusetts Department of Community Affairs (DCA), and the Department of Housing and Urban Development (HUD), with which the City Manager's office from time to time may have statutory or contractual responsibilities, (3) with those private agencies in which the City Manager's office has either a direct or indirect interest, and whose functions in all

instances relate to overall planning and development programs intended --through the design and implementation of new programs, projects, activities, systems, procedures, and funding arrangements, or through the modification of existing ones-- to improve environmental conditions, facilities and services, to strengthen environmental development, to make better use of environmental resources, and to meet current and future environmental requirements, as well as those pertaining to the organization for community development work, to the development of basic data and information systems, to human services, and to economic, transportation, and housing affairs.

Initially, the Department of Community Development will draw together, either by transfer, reassignment, or mutual agreement, under the immediate direction of the Assistant City Manager for Community Development, existing staff personnel, programs, projects, and activities of the Planning and Development Department, the Model Cities Administration, and the Division of Economic Development and Manpower, as well as the Cambridge Redevelopment Authority and other departments, divisions, boards, agencies and commissions involved in overall planning and development work.

The interim organizational structure of the Department of Community Development will include certain component development offices,

staff support divisions, technical services groups, and a staff directorate.

The component development offices will include (1) an Environmental Development Office, (2) an Economic Development Office, (3) a Human Services Development Office, and (4) a Special Projects Development Office. The Environmental Development Office may include a transportation development section, and a housing development section. The Special Projects Development Office may include sections whose work activities pertain to organization for community development work, and to the development of basic data and information systems.

The staff support divisions will include (1) a Legal Division, (2) a Research and Reference Division, (3) a Community Affairs and Public Information Division, and (4) a Citizen Participation Division.

The technical services groups will include (1) a Program Services Group, (2) a Project Services Group, and (3) an Administrative Services Group. These groups may be comprised of technical divisions concerned with program development, planning, engineering, design, housing, real estate, site operations, neighborhood, and community services operations, or other functional or interdisciplinary skills.

The directorate may include (1) an executive officer, (2) a central executive staff, (3) a management council composed from time to time of various combinations of component development office directors, staff support division officers, and technical service group chiefs, and (4) planning and development agency directors serving as principal program advisors to the Administrator of Community Development.

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City of Cambridge

MASSACHUSETTS

In City Council

May 6

1974

*Order
Establishing Dept. of Community Development*

	YEA	NAY	ABSENT	PRESENT
Mrs. Ackermann	✓			
Mr. Clinton	✓			
Mr. Danehy	✓			
Mr. Duehay	✓			
Mrs. Graham	✓			
Mr. Russell	✓			
Mr. Vellucci	✓			
Mr. Wylie			✓	
Mayor Sullivan	✓			
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EXECUTIVE DEPARTMENT

James L. Sullivan
City Manager

May 6, 1974

To the Honorable, The City Council:

Subject: Reorganization of Community Development Program

In accordance with the community development work being carried out under the direct supervision of the office of the City Manager, I am, by means of the attached executive order, formally establishing a consolidated Department of Community Development. You will note that this action is intended, at the earliest possible time, to unify and to consolidate community development staff activities, to the maximum extent, under one individual, the Assistant City Manager for Community Development, reporting directly to the City Manager.

The purpose of this realignment of available staff is to enable the City of Cambridge to respond in a unified, consolidated way to the demands and pressures of community development activities. We have become increasingly aware of the need for such an action and through this vehicle ratify the current arrangement whereby the Assistant City Manager, in his capacity as Administrator for Community Development, shall continue to be in direct charge of all Department of Planning and Development staff who will be transferred in accordance with the terms of the attached order

to the Department of Community Development. We have also established a working agreement with the Cambridge Redevelopment Authority with respect to the use of certain staff for community development work activities, and are prepared to move toward more formally establishing that relationship.

It should be noted that these actions in no way alter the statutory powers or "primary responsibilities" of the Cambridge Planning Board, or the Cambridge Redevelopment Authority. Indeed, staff consolidation should strengthen substantially the effectiveness of both these agencies.

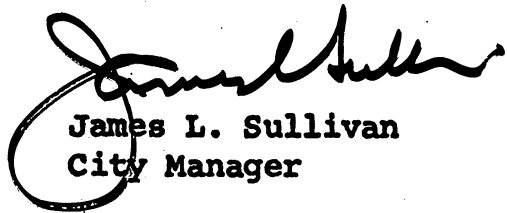
As with other actions previously taken, this action follows, generally, guidelines established in the report entitled, "Effective Government for Cambridge", issued in April 1970, by the New York Institute of Public Administration (IPA), with respect to the centralization of planning and community development activities. This action also reflects current thinking of the Department of Housing and Urban Development (HUD) whereby local communities are being encouraged to establish a unified local response to community development problems.

The key elements of this action are:

- (1) The establishment of a Department of Community Development, organized generally as described in the outline statement attached hereto, effective July 1, 1974.
- (2) The designation of Assistant City Manager James L. Farrell, as Administrator of Community Development, to head the Department of Community Development.
- (3) The transfer of previously established powers, duties, functions, and responsibilities, as well as present staff, programs, projects, activities, equipment, supplies, contracts, and accounts, of both the Department of Planning and Development, and the Model Cities Administration, to the Department of Community Development.
- (4) The formal recognition of our consolidated staffing effort, involving staff personnel of the Planning and Development Department, the Model Cities Administration, the Cambridge Redevelopment Authority, and other relevant organizational units.
- (5) The immediate assignment of available personnel to work, in a consolidated effort, on the community development matters within the framework of Department of Community Development, under the overall direction of the Assistant

City Manager for Community Development, reporting directly
to the City Manager.

Very truly yours,



James L. Sullivan
City Manager

Communication from J. L. Sullivan,
City Manager, together with Executive
Order establishing the Department of
Economic Development.

5/6/74

Order adopted
8-0-1

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