



# NEIGHBORHOOD & LONG TERM PLANNING, PUBLIC FACILITIES, ARTS & CELEBRATION COMMITTEE

## COMMITTEE MEETING

~ MINUTES ~

Thursday, October 24, 2024

3:00 PM

Sullivan Chamber  
795 Massachusetts Avenue  
Cambridge, MA 02139

The Neighborhood and Long Term Planning, Public Facilities, Arts and Celebrations Committee will hold a public hearing to discuss research on four day work week pilot programs with businesses, government agencies, and non-profits and models for a four day work week that have been implemented locally.

Attendee Name	Present	Absent	Late	Arrived
Burhan Azeem	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Patricia Nolan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sumbul Siddiqui	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Jivan Sobrinho-Wheeler	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Catherine Zusy	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

A public meeting of the Cambridge City Council’s Neighborhood & Long-Term Planning, Public Facilities, Arts & Celebration Committee was held on Thursday, October 24, 2024. The meeting was Called to Order at 3:00 p.m. by the Co-Chair, Councillor Sobrinho-Wheeler. Pursuant to Chapter 20 of the Acts of 2022 adopted by Massachusetts General Assembly and approved by the Governor, this public meeting was hybrid, allowing participation in person, in the Sullivan Chamber, 2<sup>nd</sup> Floor, City Hall, 795 Massachusetts Avenue, Cambridge, MA and by remote participation via Zoom.

**At the request of the Co-Chair, Clerk of Committees Erwin called the roll.**

- Councillor Azeem – Absent
- Councillor Nolan – Present/In the Sullivan Chamber
- Councillor Siddiqui – Present/Remote
- Councillor Sobrinho-Wheeler – Present/In Sullivan Chamber
- Councillor Zusy – Present/In Sullivan Chamber

**Present – 4, Absent – 1. Quorum established.**

Co-Chair Sobrinho-Wheeler offered opening remarks and noted that the Call of the meeting was to discuss research on four-day work week pilot programs with businesses, government agencies, and non-profits and models for a four-day work week that have been implemented. Also present at the meeting was Councillor Wilson. Co-Chair Sobrinho-Wheeler introduced the two panelists, Ronald Hogan, Chief Strategy and Innovation Officer for the City of Malden, who was joined remotely, and Professor Juliet Schor, Economist and Professor of Sociology at Boston College, who was in person.

Co-Chair Sobrinho-Wheeler recognized Professor Schor who gave a presentation titled “The four-day week and local government: well-being, economic and climate impacts”. Co-Chair Sobrinho-Wheeler recognized Ronald Hogan who gave a presentation titled “4 Day Work Week”. Both presentations were provided in advance of the meeting and included in the Agenda Packet.

Co-Chair Sobrinho-Wheeler recognized Councillor Nolan who asked Ronald Hogan for clarification on the number of employees working the four-day work week and how many hours a week they are working. Ronald Hogan responded and shared that 80 employees currently work a four-day work week schedule and the four

hours that were lost on Friday were spread across Monday through Thursday, making the hours 7:45a.m. to 5:00p.m. Councillor Nolan asked Professor Schor if there was any data related to blue collar jobs having labor costs go up when moving to a four-day work week. Professor Schor responded and provided an overview of how different organizations can be affected differently. Councillor Nolan pointed out that it can be challenging depending on the industry that you are in and provided suggestions on ways to recruit and stay at a five-day work week. Professor Schor shared examples of how employees could work a four-day week while still having the organization open for the full five days. Councillor Nolan asked if there is any data on productivity that has been submitted by supervisors during these trials. Professor Schor shared that they do not have reports from supervisors and that the philosophy of these trials is to work as a team within the organization and do not focus on individual productivity. Professor Schor highlighted that it is important to create a culture around trust, and that employers trust that employees are getting the job done.

Co-Chair Sobrinho-Wheeler recognized Co-Chair Zusy who asked Co-Chair Sobrinho-Wheeler what inspired him to bring this topic to Committee for discussion. Co-Chair Sobrinho-Wheeler shared that after having conversations with the City Manager and seeing a shift in work during COVID, this was a topic that was brought up to discuss further in order to help the well-being of City employees. Co-Chair Zusy asked if organizations participating in the trial were similar in size to Cambridge, and if the cities they are in are as big as Cambridge. Professor Schor pointed out that there were not a lot of large cities or local councils that participated in the trial and explained why the group of organizations that are in the trials are small. Co-Chair Zusy asked for additional information on how cutbacks in hours are affecting CEO's and senior management. Professor Schor help to explain how CEO's and senior management are adapting to change and the some of the challenges they are facing. Co-Chair Zusy acknowledged that she does see the benefit of a four-day work week and being able to balance work life with mental and physical health. Professor Schor provided a brief history of the American work ethic and work time reduction.

Co-Chair Sobrinho-Wheeler asked how in person services have changed during the four-day work week and if there has been an increase in online services. Ronald Hogan provided an overview of how Malden City Hall tries to accommodate the public within person services and provides flexibility to the public, when necessary, by working around the four-day work week and keeping business flowing. Co-Chair Sobrinho-Wheeler shared that concerns were raised that local small businesses in Central Square could be negatively affected by City Hall having a four-day work week and asked if local businesses in Malden have seen any change. Ronald Hogan pointed out that with their Friday already being a compressed workday, and eventually having City Hall closed on Fridays did not make a huge impact to businesses. Ronald Hogan also said that some businesses were happy to see City Hall closed because it allowed for more parking for their customers. Co-Chair Sobrinho-Wheeler asked Professor Schor how four-day work weeks interact with remote work, noting that Cambridge currently has a remote work policy. Professor Schor shared that in the trial, there are about 25% of employees who are fully remote, and that remote work does make it easier to maintain a four-day work week.

Co-Chair Sobrinho-Wheeler recognized Councillor Nolan who shared interest in the data from the Police Department in Golden Colorado, who went from a 40-hour work week to 32, and a 79% decrease in overtime, and an increase in code enforcements. Councillor Nolan asked if there was any information on how both the decrease in overtime and increase in enforcement happened. Professor Schor shared that the report did not mention anything about an increase in hiring, and that it could be that people were taking fewer sick days which decreased the overtime and noted that she did not interview anyone from that organization. Professor Schor shared possibilities of what the scenario could have been, noting that maybe employees were less tired, more motivated, and less stressed, which increased enforcement. Councillor Nolan highlighted the results for the findings of improved employee well-being, increase in job satisfaction, and mental and physical health. Councillor Nolan asked if there was any information about the 25% of employees who shared that they had a decrease in positive emotions and job satisfaction. Professor Schor pointed out that there could be other negative things happening in people's lives that influence their feelings towards work, which could be the result of the 25%.

**Co-Chair Sobrinho-Wheeler recognized Councillor Nolan who made a motion to adjourn the meeting.  
Clerk of Committees Erwin called the roll.**

Councillor Azeem – Absent

Councillor Nolan – Yes

Councillor Siddiqui – Yes

Councillor Sobrinho-Wheeler – Yes

Councillor Zusy – Yes

**Yes – 4, No – 0, Absent – 1. Motion passed.**

**The meeting was adjourned at approximately 4:30p.m.**

**Clerk’s Note:** The City of Cambridge/22 City View records every City Council meeting and every City Council Committee meeting. This is a permanent record. The video for this meeting can be viewed at:

[https://cambridgema.granicus.com/player/clip/873?view\\_id=1&redirect=true](https://cambridgema.granicus.com/player/clip/873?view_id=1&redirect=true)

**A communication was received from Professor Juliet Schor, Boston College, transmitting a presentation relative to a four day work week.**

**A communication was received from Ronald B. Hogan, Chief Strategy and Innovation Officer for the City of Malden, transmitting a presentation relative to a four day work week.**