

Announces a Recruitment For

CITY MANAGER

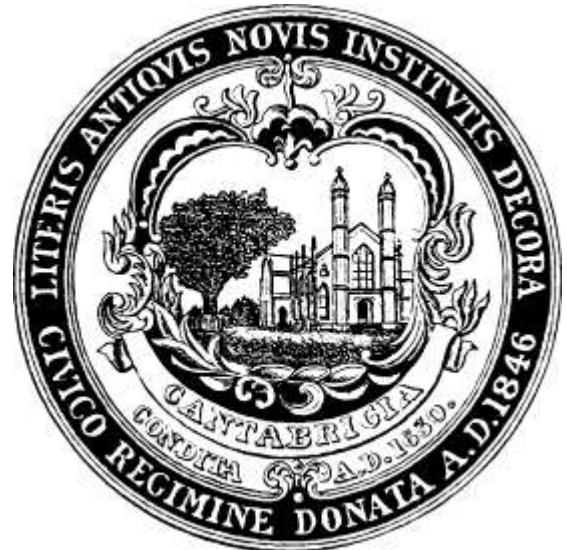
For THE CITY OF CAMBRIDGE, MASSACHUSETTS

GovHR USA is pleased to announce the recruitment and selection process for a City Manager on behalf of the City of Cambridge, Massachusetts. This brochure provides background information on the City and its organization, as well as the requirements and expected qualifications for the position. Candidates should apply by August 1, 2016 with cover letter, résumé, and contact information for five professional references. To apply on line visit www.govhrusa.com/current-positions/recruitment or to apply via mail send the required information to the attention of Joellen C. Earl, CEO, or Heidi Voorhees, President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240. The City of Cambridge is an Equal Opportunity Employer.

Joellen C. Earl, CEO
Heidi Voorhees, President

GovHR USA/Voorhees Associates
630 Dundee Road, Suite 130
Northbrook, IL 60062
TEL: 847-380-3240
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Formal applications should be submitted to:
www.govhrusa.com/current-positions/recruitment



PROFESSIONAL ANNOUNCEMENT

City Manager – Cambridge, MA (pop. 110,000). An historic city located adjacent to Boston across the Charles River, Cambridge is a unique urban community with a vibrant mix of cultural, social and economic diversity. Intellectual vitality and technological innovation thrive in Cambridge.

Settled in 1630, the City has a rich history. Today, Cambridge honors its history while supporting contemporary life styles in a City that provides a range of services to a diverse group of residents, students and visitors. Proud of its historic sites as well as its solid and varied residential neighborhoods, Cambridge is also home to unparalleled educational institutions—Harvard University, Massachusetts Institute of Technology, and Lesley University, whose research labs have helped to spawn a world-renowned innovation economy. The City seeks an experienced municipal executive to serve as its next City Manager.



The City is looking for a progressive, collaborative professional with strong communication skills. An appreciation for stakeholder inclusiveness and an active citizenry is essential, as is Town-Gown experience. A record of visibility in the community, proven financial/analytical and human resources skills is required. Experience in economic development is a plus.

The City has approximately 2,000 employees, an FY 17 operating budget of more than \$575 million, and a capital budget of approximately \$84 million. The City holds a AAA bond rating, and a general fund balance of nearly 50% of general fund revenues.

Candidates must have a bachelor's degree plus 10 years of increasingly responsible municipal or commercial executive level experience. Assistant administrator experience in a larger community will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration and other advanced executive-level training such as ICMA Credentialed Manager is highly preferred.

Candidates must possess proven managerial and interpersonal skills to lead a dynamic, financially fit organization in an active, engaged, and highly-educated community. The current Manager is retiring after more than 45 years of service to the City, the last three of which were as City Manager. The City Manager is appointed by the City Council.

Expected starting salary is \$275,000 to \$300,000+. A higher starting salary will be considered depending upon qualifications. Residency is highly encouraged; familiarity with Cambridge desirable. Candidates should apply by August 1, 2016 with résumé, cover letter and contact information for five work-related references to www.govhrusa.com/current-positions/recruitment to the attention of Joellen C. Earl, CEO, or Heidi Voorhees, President, GovHR USA, 630 Dundee Road, #130, Northbrook, IL 60062. Tel: 847-380-3240.

BRIEF HISTORY OF THE CITY

Originally called “Newtowne,” Cambridge was incorporated as a town by early colonial settlers in 1636 and became a city in 1846 by uniting the three villages of Old Cambridge, Cambridgeport and East Cambridge. The name “Cambridge” was selected because many of the men had attended Cambridge University in England and thought it would be an appropriate name for a college town in New England. Also in 1636, Cambridge took its first formative step toward becoming the forward-thinking city it is now with the founding of Harvard, America’s first institution of higher learning.

Cambridge has been the site of important political, religious and social events in America’s history. On Cambridge Common, freedom of speech was declared in 1637, freedom of religion in 1740, and George Washington took command of the First Continental Army at the site in 1775. By the time of the American Revolution, Cambridge was a quiet New England farming village clustered near the Common and the College. The majority of residents were descendants of the original Puritans—farmers, artisans, and tradesmen.

Cambridge has always welcomed immigrants and remains a sanctuary city today. The devastating potato blight that struck Ireland in 1845 caused many of that country’s rural population to flee. Thousands landed in Boston and Cambridge, destitute and without resources. Many Irish immigrants worked in the clay pits and brickyards of North Cambridge, housed in crowded workers’ cottages. The majority of the city’s Irish lived in East Cambridge, laboring at unskilled jobs in the glass works and furniture factories. They developed a close-knit community, centered on and supported by the Catholic Church.

By 1855, twenty-two percent of the adults in East Cambridge were Irish-born.

Around the turn of the twentieth century, immigrants from Italy, Poland, and Portugal began to arrive in the city, settling primarily in Cambridgeport and East Cambridge. French Canadians and Russian Jews came at this time as well, settling in North Cambridge and Cambridgeport, respectively.

A small population of African Americans had lived in Cambridge from the earliest Colonial days, and in the early nineteenth century Cambridge’s integrated schools attracted many families from Boston. Harriet Jacobs, born a slave in North Carolina, ran a boarding house in Cambridge in the 1870s. She had lived in hiding for seven years before escaping to the North and later wrote an account of her years in bondage, *Incidents in the Life of a Slave Girl*. Educator Maria Baldwin, a native Cantabrigian, held home study classes for Harvard’s black students, including W.E.B. DuBois. (Sources: Cambridge Historical Commission, Cambridge Chamber of Commerce, City of Cambridge)



Photo credit Mark Hornbuckle

COMMUNITY BACKGROUND – CAMBRIDGE TODAY

Today, Cambridge is home to a culturally diverse population. Students from around the world study at Harvard, the Massachusetts Institute of Technology, and Lesley University. The heavy industries of the nineteenth and early twentieth centuries have been replaced by technology-based enterprises, including software and biotechnology research.

Located in Middlesex County, Cambridge occupies a land area of 6.25 square miles. It is situated north of the Charles River, and at the intersection of I-90 and I-93. The City has a U.S. Census estimated 2015 population of 110,402 and is part of the Boston metropolitan statistical area, home to more than 4.7 million people. Over 80% of the state's population lives in the Greater Boston metropolitan region.

The City is proud of its unique and appealing mix of college-town and eclectic blend of urban lifestyles. Cambridge has been described by the *New York Times* as having “traded its Puritan past for a dynamic, cosmopolitan present. Spread out along the tree-lined shore of the Charles River, the city is a dense collection of grand Federal and Greek Revival mansions and modest century-old bungalows, modern office towers and brick dormitories.”

Cambridge's current place as a cultural and educational powerhouse in Massachusetts is linked to Harvard University and the Massachusetts Institute of Technology (MIT). The schools' presence in the community contributes significantly to making Cambridge a highly desirable place to live.



Photo credit Bimal Nepal

A private university of about 20,000 students, Harvard was founded in 1636. Harvard has 12 degree-granting schools in addition to the Radcliffe Institute for Advanced Study.

In 1861 the Commonwealth's governor approved a charter for the incorporation of a school dedicated to the sciences and technology, creating what would become the Massachusetts Institute of Technology (MIT). The campus was permanently located in Cambridge in 1916, and has a current student population of more than 11,000 students.

Both institutions consistently rank among the top 10 of America's colleges according to a variety of sources including *Forbes* and *U.S. News & World Report*. The universities boast dozens of Nobel laureates.

Collaboration between the universities and the City is significant. According to the City, over one-fourth of Cambridge's residents are students, and approximately one in five of all jobs are in these institutions. The higher education sector continues to drive the job market in the city, employing more than 19,000 people in Cambridge. Preeminent research institutions such as the Broad Institute, and the Whitehead Institute, along with Harvard and MIT, act as a magnet for commercial investment in the city and drive innovation.

Cambridge maintains and strengthens its position as a national leader in life sciences and high tech. According to the Massachusetts Biotechnology Council, by 2014, Cambridge had become home to 130 biopharma companies, the highest number in the Commonwealth. Biotechnology and pharmaceutical employment exceeds 10,000 workers.

In the high tech and biotechnology sectors, Google, Microsoft, Amazon, Facebook, Biogen, Novartis, and other major firms in the software, hardware, and internet spaces have research and development operations in the city, while Akamai and Pegasystems are headquartered there. In 2013, the Kaufman Foundation found that the Cambridge area has the fourth highest high tech startup density in the nation. (Source: Cambridge Annual Budget 2015-16)

There are more than 44,032 households in Cambridge. A wide variety of housing sizes and styles are available throughout the area. According to a recent analysis by Moody's Investors Service, wealth levels in the city are above average, with median family income 142% of the U.S. median. The median household income is \$77,909. The 2014 median market rate sales price of a single family home was \$1,200,000; for a two family \$937,000; and for a condominium \$575,000. The 2016 median value of a condominium was \$486,000; for a single family home, the median value was \$919,000. The unemployment rate of 3.4 % is below the state and U.S. levels.

In 2015, according to the City's Community Development Department data, Zillow.com's rent index indicated the monthly median asking rent for market rate Cambridge apartment was \$2,300 for a one bedroom unit, \$2,800 for a two bedroom unit and \$3,400 for a three bedroom unit.

According to the 2010 - 2012 American Community Survey' median family income totaled \$94,100, in inflation adjusted dollars up from \$81,885 in 1999 and \$68,622 in 1989. This represents an increase of 14.9% from 1999 and 37.2% from 1989 in inflation adjusted dollars. This compares to what the 2010 - 2012 American Community Survey indicates, with the state median family income at \$82,684 and a national median income of \$63,105.



Photo credit Gretchen Ertl

15.0% of all persons and 10.2% of all families in Cambridge had incomes below the poverty line, according to the 2010 - 2014 American Community Survey. Among families, 15.3% of those with children under 18 and 38.5% of female-headed families with children under 18 fell under the poverty line.

Community residents have a choice of both public and private elementary and high schools with the Cambridge Rindge and Latin School, the City's highly regarded public high school that is home to 1,800 students. The 2014 statistics of the Massachusetts Department of Elementary and Secondary Education reflect that over 45% of the children in the Cambridge public schools receive free or reduced lunches.

COMMUNITY DEMOGRAPHICS

According to City sources, the demographics of Cambridge outline a diverse population. More than 66% of the population is White, 11.7% African American, 15.1% Asian, 6.6% other with 7.6% of residents with a Hispanic background.

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Twenty-five percent of residents are foreign born. Of those, over 40% were born in Asia and 25% were born in Europe. For approximately 32% of the residents of Cambridge, the home language is a language other than English. Of these, 15% speak Spanish and 15% speak Chinese. The remainder use a wide variety of languages.

Cambridge residents live closely together in a land area of 6.25 square miles. Only ten U.S. cities with a population over 50,000 are denser. Cambridge is a city of 13 neighborhoods, ranging in population from 832 (Cambridge Highlands) to 12,991 (Mid Cambridge). Most neighborhoods have their own political and community organizations.



Cambridge is a city of renters. More than 65% of all households rent; 34.6% own. Approximately 7.5% of homes are single family; 14.3% are two families; 12.6 % are three families; 15.8% are in 4-12 unit buildings; and 49.8% are buildings of 13 or more units. Of this housing stock, 27% of units are condominiums; 5.6% are mixed use residential/commercial buildings; and 2.4% are rooming houses. 14.8% of all units are publicly controlled or subsidized for affordability.

Cambridge residents are highly educated. Ninety-four percent of residents who are 25 years or older are high school graduates, while 74.3% of the same age group have completed four or more years of college. (Source: City of Cambridge Annual Budget 2015-16)

CITY INITIATIVES

The City Council's long standing goals and initiatives include the following:

- Foster community and support neighborhood vitality. Support opportunities for citizens to participate and to know each other within their neighborhoods and across the city.
- Evaluate City expenditures with a view of maintaining a strong fiscal position and awareness of the impact on taxpayers while providing a high quality array of City services.
- Strengthen and support human services, public education, and out-of-school learning in Cambridge for the benefit of residents of all ages.
- Value and support the racial, socio-economic, cultural, and religious diversity of our city.
- Promote public safety and address the challenges and opportunities for multiple modes of transportation to safely share roads and sidewalks.
- Promote a healthy community and environment to advance Cambridge as a leader in public health and environmental sustainability.
- Preserve and create affordable housing across the City for low-, moderate-, and middle-income families and other residents.
- Promote doing business in Cambridge and work to strengthen our mutually beneficial partnerships with businesses and universities.

It is expected that the City Council will establish new goals in the upcoming months.

The City of Cambridge has a strong commitment to maintaining the economic diversity that exists in the City, which includes supporting the development and preservation of affordable housing throughout the City. The Community Development Department's Housing Division works with non-profits, the Cambridge Housing Authority, and private owners to provide a wide range of housing options for residents including an inventory of 7,670 affordable housing units for low to moderate income Cambridge residents. According to the City's 2014 citizen survey, affordable housing/housing was reported as the "single most important issue facing the City of Cambridge today" by 18% of respondents.

Complementing these goals, the City has recently undertaken a citywide visioning and planning initiative. *Envision Cambridge* "is a community-wide process to develop a comprehensive plan for a more livable, sustainable, and equitable Cambridge. With input from those who live, work, study, and play in our community, *Envision Cambridge* will create a shared vision for the future of our city. The plan will result in recommendations on a broad range of topics such as housing, mobility, economic opportunity, climate and the environment, and urban form. These recommendations may include zoning or policy recommendations, infrastructure improvements, and other changes, and will help guide future decisions in working to realize our shared vision." (Source: *City of Cambridge Proposed Annual Budget 2016-17*)

CITY GOVERNMENT

The City of Cambridge is organized under the Plan E Charter of the Massachusetts General Laws. Pursuant to the Plan E Charter, a nine- (9) member City Council, including a Mayor who is elected by the nine-member Council, hires the City Manager who serves at the pleasure of the City Council. The City Council is the legislative body for the City and holds appropriation authority over the use of City funds. In addition to the City Manager, the City Council hires the City Auditor and the City Clerk.

Pursuant to the Plan E Charter (M.G.L.c.43, §104), the City Manager has broad authority "to act as chief conservator of the peace within the city; to supervise the administration of the affairs of the city; to see that within the city the laws of the commonwealth and the ordinances, resolutions and regulations of the city council are faithfully executed; and to make such recommendations to the city council concerning the affairs of the city as may to him seem desirable; to make reports to the city council from time to time upon the affairs of the city; and to keep the city council fully advised of the city's financial condition and its future needs."

The City Manager serves as the Chief Executive Officer of the City, responsible for appointing, removing and overseeing virtually all City employees (with the most notable exception being School Department employees), and for appointing citizens to City boards and commissions. The City Manager works closely with the City Council, and prepares and presents the annual City budget to the City Council.

The City Manager, as Chief Executive Officer of the City, is responsible for providing leadership to and administration of all City departments and services. In addition to overseeing core municipal services delivered by departments, the City Manager oversees delivery of a wide range of innovative departmental programming, from a



NetZero strategic plan and climate vulnerability and preparedness process to a nationally recognized Police Department and Class 1 Certified Fire Department.

The City Manager oversees departments that operate within six broad functional areas including Finance, Community Development, Human Services, General Services, Public Safety and Community Maintenance. The elementary schools and high school are a department of the City. They are largely overseen by an elected School Committee and an appointed superintendent, yet the City Manager serves as a liaison and financial officer to the schools. The school budget of \$173 million is about a third of the City's budget and the spending per student is one of the State's highest. The City's capital budget includes funds for the maintenance and renovation of existing facilities, as well as for the construction of a new King Open and Cambridge Street Upper School and Community Complex building.

The department heads are appointed by and report to the City Manager. A variety of other officials—such as members of volunteer committees, commissions and boards—are also appointed by the City Manager.

According to the most recently proposed budget, the City Manager is responsible for a total budget of \$574 million, and a capital budget of approximately \$84 million. The City has approximately 1,463 full-time employees (not including school department). The City's assessed value for its top ten commercial properties alone was in excess of \$6.3 billion. The total assessed value of Cambridge is \$34,680,060,680 for FY16. The percentage of the tax levy paid by commercial property owners is 65% of the total property taxes paid, with residential property owners paying the rest.

Residential property taxes in Cambridge are among the lowest in the Commonwealth.

As chief administrative officer, the City Manager oversees the day-to-day operations of City government, and is the City Council's key point of contact. The next City Manager will find a talented group of department heads that work collaboratively in the planning and delivery of City services. The City Manager is responsible for many critical areas including, but not limited, to:

- Supervising and managing the ongoing operations of the City's departments, programs and services,
- Providing oversight in key personnel functions including labor relations and adherence to human resource laws and regulations,
- Providing professional consultation to assist the City Council in making informed decisions regarding City operations and policy matters,
- Coordinating, submitting and administering the City's annual budget,
- Overseeing the City's capital improvement plan and its long-range financial management plan.
- Addressing the issues and concerns of citizens, businesses and institutions as they may relate to the City's planning and governance.



CAMBRIDGE AT A GLANCE

Population:	110,000
Households:	44,032
Assessed Value:	\$34,680,060,680 FY 2016
Fund Balance as a % of Revenues:	50%
Land Area:	6.25 square miles
Median Single-family Home Value:	\$919,000
Average Rent Two Bedroom (2015):	\$2,800 per month
Median Condominium Value:	\$485,900
Median Family Income:	\$94,100
Percentage of low/moderate income households:	34%
Bond Rating:	AAA
Cambridge Workforce:	1,463 full-time employees, approximately 2,000 employees total not including School department. 66% of the full- time workforce is unionized.

OPPORTUNITIES AND CHALLENGES

The incoming City Manager will be faced with a number of opportunities and challenges that are not uncommon for a local unit of government in today's environment. They include but are not limited to the following:

Like many organizations, key members of the City of Cambridge's senior staff and approximately one-third of the workforce are eligible for or nearing retirement. The next City Manager must be skilled in succession planning with the ability to identify and attract talent to the organization.

Cambridge has been able to attract and retain many talented employees. The next City Manager must be approachable and willing to engage with the employees at all levels of the organization and to leverage their skills and talents to help move the City forward.

Cambridge has worked hard to improve its municipal technology and to integrate data into decision-making infrastructure. The next City Manager must be technologically astute and willing to move the City forward in this regard. There is opportunity to gain efficiencies in several operational areas with greater use of technology.



Communication and transparency with employees, residents, businesses, and all stakeholder organizations are critical skills for the next City Manager. Strong listening abilities and a genuine desire to engage the community

City of Cambridge, Massachusetts

in problem solving is expected from the City Manager. Attending community meetings and being present and visible in the City is essential.

Many residents and some stakeholder groups expressed concern that Cambridge's success as a science and innovation hub is creating a less affordable City for longtime residents and newcomers. The next City Manager must continue to work collaboratively on housing policy and affordability issues with the ability to balance competing interests and assist in the creation of a clear housing policy.

Cambridge has an engaged not-for-profit community as well as a strong human services department within the City. The next City Manager must lead the staff in problem-solving efforts that enhance the involvement of the not-for-profit community with the ability to discern how best to address the city's social service needs and the appropriate level of city engagement.



The City has a positive relationship with the universities that reflects ongoing communication and responsiveness. The next City Manager must continue this high level of communication and collaboration, ensuring the Town/Gown issues are discussed in a thoughtful, respectful manner.

The City's fiscal health is excellent and reflects fiscal prudence in spending. The next City Manager must continue this fiscal responsibility with the ability to take a stand on spending when appropriate.

The City Manager must be able to balance the City's robust economic development agenda with the City's progressive human services agenda. It is important for the City

Manager to be able to assess the long-range effects of the City's decisions, especially as it relates to the affordability of housing for Cambridge residents as well as the preservation of community character. Further, the City Manager must understand the long-range impact of the City's aggressive policies and guidelines on future development within the community.

The City Manager must embrace and continue to promote the City's aggressive environmental agenda. The City prides itself on being first in the nation on adopting sustainable environmental practices. The next City Manager must work with all stakeholders to help the City achieve its goals while being aware of the impact these decisions have on residents and the business community.

The use of multiple transportation modes to move people is a critical issue for the City. The ability to work regionally to achieve more sustainable and seamless access in and through Cambridge is of paramount interest to many residents. Cambridge will need to continue to work closely with the MBTA to improve and expand the public transit system. The City has committed to Vision Zero and Complete Streets programs to improve safety and reduce reliance on SOVs. Coordinating construction projects and schedules with neighboring communities may assist in transportation issues.

Access to healthcare is available for all Cambridge residents. Maintaining this access for the most vulnerable residents is of utmost importance. The next City Manager will work with the health care community to continue to provide access to healthcare for Cambridge residents.

Increasing intergovernmental cooperation with Cambridge's neighbors will be an opportunity for the next City Manager.

CANDIDATE QUALIFICATION CRITERIA

The City is seeking highly professional candidates who are passionate about local government. The following education, experience, management, and leadership criteria have been identified by the City Council, City staff and a broad variety of community stakeholders as important skills and abilities for the candidates to possess and demonstrate. Competitive salary depending on qualifications and experience.

Education and Experience

- Candidates must have a bachelor's degree plus 10 years of increasingly responsible municipal or commercial executive-level experience. Assistant administrator experience in a larger community will also be considered as will any combination of education and experience that will demonstrate the ability to perform the work. A Master's degree in public administration, business administration and other advanced executive-level training such as ICMA Credentialed Manager is highly preferred.
- Candidates must possess proven managerial and interpersonal skills to lead a dynamic, financially fit organization in a community with high customer-service expectations, community activism and demand for government transparency.
- Possess strong financial management abilities, including financial forecasting, revenue enhancement, capital improvement programming, and budget development and control.
- Possess real experience in an urban setting with strong constituencies that expect to be heard and to be involved in community problem solving.
- Be skilled in working with elected officials as a group, and in a system of committees, boards and commissions. An appreciation for an active citizenry that expects community-outreach efforts from its government leaders.
- Have a record of conducting thorough analysis and examination of issues, being fully prepared to assess the topic at hand, the implications of various courses of action, and if necessary take an unpopular position.
- Have experience in leading a high-performing workforce with a positive, cooperative, and team-oriented approach to addressing issues and solving problems.
- Have an appreciation for working in a municipality where institutions of higher learning are a major part of the community's social, cultural and economic fabric.
- Have an understanding of community visioning and strategic planning processes; possess the ability to help the City Council and staff develop a long-range vision for the community and then deliver on the plan's goals and objectives.



City of Cambridge, Massachusetts

- Have the experience and judgment to recognize the need for change when it arises, and the leadership skills, political savvy, technical competence, will and courage to effect such change.
- Have experience in delivering a contemporary human resource program for City employees, developing and maintaining strong work relationships with union and non-union City staff that builds morale while also holding employees professionally accountable.
- Be adept at identifying professional development needs and addressing succession planning. Have an orientation toward continuing education and professional development for self, staff, and employees—keeping up to date and abreast of modern, innovative methods.
- Have management experience in creating an environment of trust, integrity and mentorship where employees respect one another and where the organization consistently functions at a high level of customer service.
- Have experience in economic development, fostering business-community relationships with the City; be adept at how the City can craft meaningful and sustainable economic development initiatives.
- Have experience in intergovernmental relations, working with appropriate local, regional, state, and federal jurisdictions and agencies in a constructive and cooperative manner, presenting and representing City-approved policies in an effective and authoritative manner.
- Have a successful record of working with community institutions, business leaders, and citizens' groups in a cooperative and friendly manner; open to input from all and with the grace to handle criticism constructively, particularly when the criticism is not diplomatic.
- Have a record of keeping up to date and abreast of modern/innovative municipal technology, programs and procedures, understanding how technology can be used to enhance transparency in government, increase efficiencies and provide better customer service for residents.



Management Style and Personal Traits

- Have a background of professional and personal integrity, honesty and of leading/motivating personnel by example.
- Have the maturity, self-confidence, and strength of professional convictions to provide administrative insights and administrative counsel to the City Council and Staff, being able to firmly and diplomatically present professional views and carry out administrative decisions in a timely, professional, and impartial manner.
- Be politically astute, yet politically neutral. Be able to “read the Council,” providing guidance, advice and counsel in a manner that is impeccably objective and based on facts.

City Manager

- Possess a track record of addressing race, ethnic and culturally based issues in a thoughtful and progressive manner. Be someone who can build bridges and bring people together.
- Have a desire for living in a metropolitan area, characterized by a high level of sophistication, education and culture, yet also possess an appreciation that Cambridge is, at its heart, “a big, small town.”
- Be an articulate and an effective communicator, both orally and in writing; be someone who is comfortable listening to and talking with a wide spectrum of people; someone who can clearly and concisely present written and oral information to decision makers; willingly share information as appropriate.
- Be a strong administrative leader and be able to help City Staff to identify, analyze, prioritize, and thoroughly deliberate and address administrative and management issues that are critical toward meeting both current and longer-range needs of the overall community.
- Be comfortable in delegating responsibility and authority to professional staff as a team player while remaining informed and conversant on the status of all programs and projects.
- Be a self-starter who has the vitality and energy to motivate and lead others; someone who seeks and enjoys a challenge.
- Possess well-developed organizational skills with the ability to balance numerous projects and issues.
- Be a team leader who can coach and develop employees to meet organizational and employee goals; appreciate a work-life balance philosophy.
- Be a “people person,” sincerely personable, patient, calm and accessible. Have a sense of humor.
- Be one who can establish trust quickly with others and one who can relate to all elements of the community. Be one who genuinely embraces and promotes diversity.
- Have a genuine passion for public service; be an energetic, “can-do” person with a genuine enthusiasm for City government, and be willing to have a long-term commitment to the organization.
- Promote a strong, service-oriented, “customer relations” approach by all employees in dealing with citizenry.
- Be proactive, anticipatory and innovative. Possess an open mind and an open heart in dealing with the City’s complex and challenging issues that often compete with one another.



Photo credit Bimal Nepal

City of Cambridge, Massachusetts

