

# CAREER OPPORTUNITY



## CITY MANAGER CITY OF CAMBRIDGE, MA

# OUR COMMUNITY

Cambridge is a unique urban community with a vibrant mix of culture, social, and economic diversity. As a rapidly growing city with a diverse population, Cambridge is a hub of innovation and opportunity, with over 80 languages spoken by students in the public schools.

With 118,403 residents counted in the 2020 census, an increase of 12.6% since 2010, Cambridge is the fourth largest city in the Commonwealth and the second most densely populated with 18,529 persons per square mile. The 2015 - 2019 American Community Survey found that 66.1% of Cambridge residents identify as White, 10.7% as Black, 16.8% as Asian or Pacific Islander, 9.5% as Hispanic, and 6.4% identified another race or a member of two or more races. Approximately 34% of residents' home language is a language other than English. Cambridge is also an economically stratified city and becoming more so; a 2021 report showed that residents in the top quintile earn on average \$343,000 each year, while the bottom quintile earn an average of \$13,000. Additionally, 41% of the children in the Cambridge public schools were eligible for free or reduced lunches in 2021.

As a dense city with 13 distinct neighborhoods, Cambridge has an intimate, personable feel and the city has worked to prioritize connectivity. Public transit includes six subway stations, one commuter rail stop, and 29 bus routes. Cambridge is also home to a variety of green spaces, with over 5 miles bordering the Charles River, a 50-acre park built on top of a former landfill, a 9-hole public golf course, and its own reservoir. Cambridge is a walkable city and currently undergoing an expansion of its protected bike network.

Home to Harvard University, Massachusetts Institute of Technology (MIT), Lesley University, and an increasing number of research laboratories and incubator facilities, Cambridge is one of the world's most important biotechnology, pharmaceutical, and high-tech hubs. The biotech corridor in Kendall Square has been called "the most innovative square mile on Earth," and has led the country in everything from the invention of rubber hoses to the development of a Covid-19 vaccine. With hundreds of start ups and dozens of global tech leaders, Cambridge attracts the brightest minds and ideas. Furthermore, unique business districts and associations help to represent and grow the small business community that thrives in Cambridge.

# GOVERNMENT STRUCTURE

The City of Cambridge has a Council-Manager form of government as detailed by its [Plan E Charter](#). Under the Plan E Charter, the City Council serves as the City's legislative body made up of 9 members, including a Mayor and Vice Mayor who are directly elected by their City Council colleagues.

The City Council is responsible for hiring a City Manager with the expertise to oversee and direct the day-to-day activities of the City within broad functional areas including Finance, Public Safety, Human Services, Community Development, Traffic and Parking, Public Works, and more. The City Manager provides leadership on all of the City's strategic initiatives including equity and inclusion, economic development, redevelopment, and organizational improvement. The City Manager is responsible for hiring, removing and overseeing all City employees (with the exception of School Department employees). The City Manager serves as a liaison and financial officer to the City schools (Elementary, Upper and High Schools are a department of the City, however, they are overseen by an elected School Committee and appointed superintendent). In addition to the City Manager, the City Council hires the City Auditor and the City Clerk.

Under the November 2, 2021 voter-approved charter amendments, all appointments to Boards and Commissions made by the City Manager must be approved by the City Council, the City Council must conduct an annual evaluation of the City Manager, and the City Council will appoint a Charter Review Commission by July 2022 to review the current Charter (a standard practice for municipalities across Massachusetts that Cambridge has not done since 1940).

# CITY OF CAMBRIDGE ANNUAL BUDGET

The annual budget for Fiscal Year 2022 was \$748,220,690, not including capital expenditures.

## HOW DOES THAT BREAK DOWN?

### GENERAL GOVERNMENT - \$70.1M

General Government includes the City Manager's Office, Finance and Law Departments, Mayor's Office, City Council, Arts & Public Celebrations, Tourism & more.



### PUBLIC SAFETY \$161.4M

Public Safety includes the Police and Fire Departments, Animal Commission, Electrical Department, Emergency Communications, Inspectional Services, License Commission, Traffic and Parking & more.



### COMMUNITY MAINTENANCE \$165M

Community maintenance includes the Community Development Department, Department of Public Works, Water Department & more.



### SCHOOL BUDGET \$223.7M

Cambridge Public School has 6600 students in 12 Elementary Schools (Jr. K-5th grade), 4 Upper Schools (6-8th grade) and 1 High School.



### HUMAN RESOURCE DEVELOPMENT \$64.2M

Human Resource Development includes the Human Services Department, after-school and pre-school programs, Public Libraries, the Veterans Department & more.



### INTERGOVERNMENTAL \$63.6M

Intergovernmental includes our contributions to the Cambridge Health Alliance, and State and County assessments for the MBTA, MA Water Resource Authority & more.



The City of Cambridge has an annual budget that confirms its vast financial resources of close to \$750 million dollars annually (not including Capital Budget items). The infographic to the left describes the breakdown of that annual funding for Fiscal Year 2022. The full adopted budget for FY22 is [here](#).

The City of Cambridge provides all the traditional municipal services such as Police, Fire, Public Works, Community Development, Human Services and more. Cambridge currently employs over 1600 full time employees, and serves a diverse constituency. The City Manager needs to embrace the diverse community and personally interact with all segments and understand their needs.

## ARPA Funding & AAA Bond Rating

Cambridge received over \$88 million dollars in American Rescue Plan Act (ARPA) funding, and is currently in the midst of a public process to determine how best to allocate these one-time funds. There is a tremendous opportunity for the next City Manager to work with the City Council and the community to target this funding to address the challenges and opportunities identified through this community engagement process.

There is also a desire from many stakeholders to use the city's AAA bond rating and surplus funds to provide expanded services and programs while being mindful of the need to maintain Cambridge's financial integrity.

# WHO IS OUR IDEAL CANDIDATE?

The primary role of the City Manager is to serve as the Chief Executive of the City, focused on the day-to-day operations. The successful candidate will show excellent fiscal responsibility and oversight of the budget, ensuring fiscal stability in accordance with the budget, while allocating financial resources to meet community needs with a view to future growth. The ideal candidate will appreciate and thrive in a richly diverse community and workplace while actively promoting and upholding the City's workforce commitment to anti-racism, equity, and inclusion. The City Manager will also have the opportunity to establish and maintain visibility across departments and build a strong leadership team (including hiring a Deputy City Manager, a position which is currently vacant) with a commitment to creating an equitable and inclusive culture citywide.

The City Manager will possess a strong vision for the future of Cambridge and will work with the City Council, residents, and other stakeholders to address a wide range of opportunities and challenges. The City Manager will be tasked with creating actionable change through strategic thinking, tactical planning, and development of metrics to measure progress. Exceptional leadership skills will be demonstrated through the ideal candidate's proven ability to communicate effectively across audiences and build strong working relationships. High attention to detail, ability to multitask, and demonstrated ability to partner with various entities is critical.

## THE IDEAL CANDIDATE WILL ALSO:

- Execute a collaborative, democratic, and transparent working relationship with the City Council, and demonstrate strong team building experience
- Empower employees and department heads to be creative and innovative within the scope of their authority while encouraging the development of creative and collaborative ideas
- Be an active listener who ensures all parties have a seat at the table and are heard, and be respectful in dealings with staff, residents, and stakeholders
- Understands the importance of physical city planning
- Proven ability to bring organizational change when needed and knowledge of best practices for high performing management systems.
- Have thorough knowledge/experience working with a unionized workforce (12 labor unions in Cambridge) and labor relations
- Have strong project management skills essential to leading staff on capital projects, infrastructure improvements, and building renovations, as well as strong organizational development skills to review programs, services, and structures to ensure they are meeting the needs of the City
- Be open to and comfortable with making necessary changes in staff and organizational structures

# CAMBRIDGE ANTI-RACISM, EQUITY, AND INCLUSION POLICY

*The Cambridge Anti-Racism, Equity and Inclusion Initiative* is directed from the City Manager's Office and has a committee of employees that meets regularly. This initiative is more than just words, it's a philosophy that guides the staff and all services provided by the City. These diversity efforts were started in 2017 and have continued to grow. The City has conducted skill-building and development of all City employees to cultivate an environment which reflects values of anti-racism, equity and inclusion. This effort has focused on a review of all City policies to ensure they are aligned with the purpose of equity and inclusion. It is also focused on recruitment, hiring, retention, succession planning and promotion practices that incorporate anti-racism, equity and inclusion. All of this has provided a commitment by City leaders, managers, and employees to lead a thriving diverse workforce that is anti-racist, equitable, and inclusive. In a recent survey, over 50% of employees report that it's important the new City Manager must "demonstrate a commitment to, and an accomplished record of, anti-racism, diversity and inclusion."

The committee members of this initiative are ready to assist the new City Manager to continue and deepen this effort.

**Read more about our Diversity, Equity and Inclusion in the workplace here.**



# WE LISTENED TO OUR RESIDENTS & STAKEHOLDERS

In preparing the Cambridge City Manager Leadership Profile, the City undertook a robust 6-week community engagement process composed of Town Hall style meetings, online feedback gathering, surveys, and internal and external stakeholder conversations.

Listen to the focus groups [here](#), and see the over 4,000 unique pieces of feedback received by Cambridge residents and stakeholders [here](#).

The following are some examples of direct quotes from residents and stakeholders who participated in the community engagement process. All views are based on personal experience and reflect the individual respondent.

"If you get the best and the brightest and people are excited and engaged and feel like they are empowered to make change that's responsive to the community. I think creating a really good culture is really important... a more responsive culture that's engaged and excited for the opportunity to make the city a better place."

**-Rachel**

"The number one priority should be housing. If you can't afford to live here, it doesn't matter much to you what the second priority is, because you won't be here to benefit from it."

**-Jess**

"I would like to see a city manager who is a synthetic thinker. In other words, somebody who can take multiple perspectives and pull them together into a final decision and somebody who can execute. Somebody who has expertise operationally, who can execute amongst the myriad of departments that exist in Cambridge."

**-Steve**

"I'm hoping that the city manager will hear my voice. It's important that seniors, who are homeowners get a chance to be heard, that we need help, that we need a group, or an agency, or a program, that if something should happen, there's an agency we can call"

**-Pearl**

"The next City Manager should have a vision that makes Cambridge a leader in policy, rather than following trends. They should be extremely progressive and dedicated to upzoning, building housing, and safer, more inclusive streets."

**-Kevin**

"There's the practical issue of limited opportunities for a city that is so well-known across the nation. We attract from outside, but what about those that are right here within the city? What can be done to broaden the educational skills, internships, mentorships, so that our own children and teenagers, young adults, can have greater access to what is in their backyard?"

**-Marilyn**

"We need someone progressive and policy oriented, someone with a vision for how the city needs to change to adapt to the challenges of the next couple decades. Between climate change and the housing crisis, Cambridge cannot and will not look the same a decade from now, and the City Manager needs to be someone actively interested in driving that change"

**-Aaron**

"I think in Cambridge, we can get sidetracked with all the noise that's out there. I think it's very important to stay very focused and to take new approaches to doing things"

**-Peter**

"I would hope that the new City Manager could consider all points of view. How do we reach the City Manager? How do we make change? I'd like them to try to reach out more to the residents"

**-Grape J.**

# WE LISTENED TO OUR RESIDENTS & EMPLOYEES

The following are some examples of direct quotes from residents and employees who participated in the Resident or Employee Town Hall meetings. All views are based on personal experience and reflect the individual respondent.

Listen to the whole Resident Town Hall [here](#).

"We are hoping to see supported and expanded tenant protection services and resources, appointments to Boards and Commissions that care about City priorities and appointments that reflect the diversity. We are very excited about all the ways that a new City Manager can accomplish those things."

-Allan

"I'd like to see a City Manager who has a vision that extends beyond the bank account. Money is a tool; money is not an end in itself. Too many of our decisions have been justified on the basis of it will bring in money, instead of 'is it good for the city?' I hope the City Manager will foster that kind of atmosphere (where) we think about what is good for the city, that the City Manager will make everybody who works for the city the best they can be."

-Heather

"I'd like to see someone coming in with a proven track record of actual accomplishments, not just plans for the future. Some of the issues I'm concerned with are the spectrum of equity issues we have. Environmental and climate change and that intersection of environmental and climate justice. I'd like to have someone who will prioritize pushing back on the surrounding communities to do their share on issues like housing and transportation."

-Mike

"Among the attributes I think are most important is that the new City Manager have experience with and concern for public diversity, equity and inclusion. I'd like that person to notice who is missing from most public meetings and forums. That would be people of color, people living in public housing, youth, greater age diversity and greater gender diversity."

-Phyllis

"We shouldn't ruin our city in different ways, through gentrification, and overdevelopment, loss of open space, and many other things in order to have a too conservative approach to protecting the City Finances. I think the finances can be well protected and we can have a much more inclusive democratic government."

-Joel

"Some issues that people are most concerned with are addressing the climate crisis and enacting environmental justice, implementing the HEART alternative to police response, implementing municipal broadband, supporting small businesses, enhancing equity and maintaining the City's economic and racial diversity and less focus on increasing our city's tax revenue."

-Lee

"Staff empowerment is very important and having the willingness to let staff try and fail and try again. I don't think any initiative or policy or procedure has to be 200% perfect. It's okay if it's not 100% amazing out of the gate; we can try and see where we can improve. So a Manager who just has that willingness to let staff try and also the willingness to think outside the box."

-Cambridge Employee

"I think having a leader who is willing to take some risks and be excited to come into an organization with a really strong staff and support staff and doing new things, taking chances and then evaluating."

-Cambridge Employee

"I definitely care a lot about bringing folks who are immigrants to the table deciding on the next City Manager. They have a lot to contribute. One thing important for the next Manager to consider is retaining talent, especially diverse talent. An important part of equity too is to revisit the work from home policy."

-Cambridge Employee



# OPPORTUNITIES AND CHALLENGES

The City of Cambridge, while prosperous, grapples with similar urban challenges as its larger peers. The successful candidate will be prepared to take fresh approaches and to leverage the City's resources to effectively address these challenges. Access to housing, especially affordable housing, is the number one concern among residents and has proven to be a consistent challenge over the past decade as Cambridge continues to attract young professionals, students, and families. Both market-rate, and below-market rate housing stock are under insurmountable pressure, evidenced by the rapidly rising rents and the over 20,000 individuals (6,530 with a Cambridge preference or Veteran status) on the Cambridge Housing Authority's "Can't Wait List." The City Manager will need to look to creative and unconventional methods to address the current housing crisis and Cambridge's stratified economic makeup. Balancing the tension between development, tax revenues, jobs, and housing will be critical.

The next City Manager must understand the importance and urgency of the climate crisis and embrace the challenge of making Cambridge a climate leader. While Cambridge has taken steps to reduce local emissions and build climate resilience, citywide emissions have increased and projections show Cambridge will miss its internal 2030 climate goals.

Cambridge has long been a pioneer in alternative transportation methods that seek to alleviate congestion and environmental impact. The City has installed electric vehicle charging stations, partnered with the MBTA and the City of Somerville on the Green Line Extension Program, and committed to building 26.2 miles of protected bike lane infrastructure by 2026. The City Manager must find a way to successfully introduce and implement much-needed climate-friendly transportation infrastructure while listening to all stakeholders, including the disability community, residents with limited mobility, seniors, and business owners.

## THE NEXT CITY MANAGER WILL :

- Communicate equitably with constituents and engage with all stakeholders equally
- Address the connectivity gap and respond to the City Council request to complete a municipal broadband study
- Implement Universal Pre-Kindergarten
- Promote small and diverse businesses for economic stability and support a strong post COVID19 return of Cambridge businesses of all sizes
- Work with an active and committed Arts and non-profit community to develop a deeper understanding of collaborative goal setting to meet service needs and understand how arts and non-profit groups enhance the community's quality of life.
- Address social justice with community and police with alternative methods to respond to non-law enforcement calls for service (such as mental health, unhoused, language barriers)
- Prioritize opportunities for additional, needed open space in the City
- Manage and maintain a large per capita municipal budget, and leverage the City's AAA bond rating to provide expanded services and programs
- Use the resources of the universities, large businesses, science and technology experts to encourage innovation and reinvestment in the community
- Work with the City Council and community to allocate \$88 million in ARPA funding to be allocated over the next four years

# QUALIFICATIONS

- 10 or more years of professional, related public, private or non-profit executive level experience. Assistant/Deputy Administrator/Managers in a larger community or organizations will also be considered (non-traditional candidates are encouraged to apply). Any equivalent combination of education, experience, and training that provides knowledge, skills and abilities will be considered
- Graduation from an accredited four-year college or university with a degree in business, public administration, financial management, or a related field
- Preferred qualifications include a master's degree and/or ICMA Credentialed Manager or other advanced level training (documented participation in advanced executive leadership programs).
- Demonstrated experience managing programs, with experience managing complex budgetary and analytical duties, multi-million-dollar budget, financial management, labor relations, and strategic planning



- Experience working with a City Council or Board of Directors, experience making presentations to boards, employees, and other groups
- Experience managing multiple projects, programs, and capital investment projects
- Demonstrated commitment to and progressive experience in diversity or social impact leadership

The City of Cambridge is an affirmative action/equal opportunity employer. Women, minorities, veterans, members of the LGBTQ+ community, and persons with disabilities are encouraged to apply. The City is committed to advancing a workforce culture of anti-racism, diversity, equity and inclusion. City of Cambridge residents especially are encouraged to apply. The City of Cambridge's workforce, like the community it serves, is diverse. Applicants must have the ability to work and interact effectively with individuals (employees and residents) and groups with a variety of identities, cultures, background and ideologies; and commit to advancing this philosophy.



## TIMELINE

- March 2022: Position Announcement, Advertising, Candidate Recruitment, and Outreach
- April 2022: Candidate Evaluation and Screening by Executive Search Firm and Presentation of Recommended Candidates to Initial Screening Committee
- May 2022: Interviewing Process with Initial Screening Committee
- June 2022: Final Interviewing Process & Appointment of Candidate

## SALARY AND BENEFITS

Open and competitive starting salary supplemented by an excellent benefit package:

- Expected starting salary is \$275,000 to \$300,000. A higher starting salary will be considered depending upon qualifications
- Health, Vision and Dental
- Cambridge Retirement System is part of the MA Public Employees Retirement Administration Commission (11% contributions for defined benefit plan)
- 14 Holidays, 15 days of Sick Leave, and 3 Personal Days
- City vehicle and phone provided, MBTA transit pass (up to \$265)
- \$2700 annual management allowance
- 457 Deferred Comp Plan—Voluntary (Voya or Empower)
- \$4200 annual tuition reimbursement plus \$300 for course materials, plus vacation leave and attendance at professional conferences for City Manager

(Residency is not required, but preferred, and moving expenses can be negotiated along with other benefits)

## TO APPLY:

Please submit a resume and cover letter to Randi Frank LLC [randi@randifrank.com](mailto:randi@randifrank.com). First screening by consultant will be between *March 30th and April 8th*. The initial screening committee will meet on *May 3rd, 2022*, however the position will remain open until filled.

The first round of interviews will be held virtually on *May 12th & 13th*. The second round of interviews will be held in person (open public meetings) on June 1st & 2nd. Candidates must be available for all of these dates.

# CONTACT US!

**Randi Frank Consulting, LLC**  
203-213-3722 (cell)  
[randi@randifrank.com](mailto:randi@randifrank.com)  
[www.randifrank.com](http://www.randifrank.com)

**Robert Slavin**  
**Slavin Management Consultants**  
Phone 770-449-4656  
Fax 770-416-0848  
[slavin@bellsouth.net](mailto:slavin@bellsouth.net)

**Richard Brown**  
Phone 860-235-0373  
[rmbrown1124@gmail.com](mailto:rmbrown1124@gmail.com)

