



December 16, 2016

Ms. Krista Miller
Director, Human Resources/Risk Management
Town of Vail
75 South Frontage Road West
Vail, CO 81657

Dear Ms. Miller:

GovHR USA ("GovHR") is pleased to provide you with a Proposal for the Executive Recruitment Search for the Town of Vail's Town Manager. GovHR is a public management consulting firm serving municipal clients and other public sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois, and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities.

GovHR has completed over 340 recruitments since its establishment in 2009. Our consultants are experienced executive recruiters who have conducted over 500 recruitments in their careers, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we've held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

In the past five years we have conducted 78 city manager/administrator recruitments. These recruitments have occurred in Arizona, Connecticut, Florida, Illinois, Iowa, Maryland, Massachusetts, Michigan, Missouri, New Jersey, Ohio, Pennsylvania, Rhode Island, Texas, and Wisconsin.

I will serve as the primary contact person if GovHR is selected to conduct the Town Manager recruitment for Vail, and I will be assisted by GovHR Vice President and Colorado resident Cristi Musser. Our biographies are attached to the Proposal, and my contact information is:

Heidi Voorhees
Telephone: (847) 380-3240
Facsimile 866.401.3100
Hvoorhees@govhrusa.com

We look forward to hearing from you and hope to have the opportunity to work with the Town of Vail on this important recruitment.

Sincerely,

A handwritten signature in dark ink that reads 'Heidi Voorhees'.

Heidi Voorhees
President, GovHR USA



December 16, 2016

Ms. Krista Miller
Director, Human Resources/Risk Management
Town of Vail
75 South Frontage Road West
Vail, CO 81657

Dear Ms. Miller:

Thank you for the opportunity to provide you with a proposal for the Town of Vail's Town Manager recruitment and selection process. GovHR USA ("GovHR") prides itself on a tailored, personal approach to executive recruitment and selection, able to adapt to your specific requirements for the position.

Qualifications and Experience

GovHR is a public management consulting firm serving municipal clients and other public sector entities on a national basis. Our headquarters offices are in Northbrook, Illinois. We are a certified Female Business Enterprise in the State of Illinois, and work exclusively in the public sector. GovHR offers customized executive recruitment services and completes other management studies and consulting projects for communities. Please note the following key qualifications of our firm:

- Since our establishment in 2009, our consultants have conducted hundreds of recruitments in 24 states, with an increase in business of at least 30% each year. Twenty-eight (28%) of our clients are repeat clients, the best indicator of satisfaction with our services.
- Surveys of our clients show that 94% rate their overall experience with our firm as *Outstanding*, and indicate that they plan to use our services or highly recommend us in the future.
- Our state of the art processes, including extensive use of social media for candidate outreach and skype interviews with potential finalist candidates, ensure a successful recruitment for your organization.
- Our high quality, thorough Recruitment Brochure reflects the knowledge we will have about your community and your organization, and will provide important information to potential candidates.
- We provide a two-year guarantee for our recruitments. Less than 1% of our clients have had to invoke the guarantee.
- The firm has a total of twenty-two consultants, both generalists and specialists (public safety, public works, finance, parks, etc.), who are based in Arizona, Florida, Illinois, Indiana, Michigan, and Wisconsin, as well as five reference specialists and eight support staff.

630 Dundee Road, Suite 130, Northbrook, Illinois 60062
Local: 847.380.3240 Toll Free: 855.68GovHR (855.684.6847) Fax: 866.401.3100 GovHRUSA.com

EXECUTIVE RECRUITMENT • INTERIM STAFFING • MANAGEMENT AND HUMAN RESOURCE CONSULTING

Our consultants are experienced executive recruiters who have conducted over 600 recruitments, working with cities, counties, special districts and other governmental entities of all sizes throughout the country. In addition, we have held leadership positions within local government, giving us an understanding of the complexities and challenges facing today's public sector leaders.

GovHR is led by Heidi Voorhees, President, and Joellen Earl, Chief Executive Officer. Ms. Voorhees previously spent 8 years with the nationally recognized public sector consulting firm, The PAR Group, and was President of The PAR Group from 2006 – 2009. Ms. Voorhees has conducted more than 240 recruitments in her management consulting career, with many of her clients repeat clients, attesting to the high quality of work performed for them. In addition to her 12 years of executive recruitment and management consulting experience, Ms. Voorhees has 19 years of local government leadership and management service, with ten years as the Village Manager for the Village of Wilmette. Ms. Earl is a seasoned manager, with expertise in public sector human resources management. She has held positions from Human Resources Director and Administrative Services Director to Assistant Town Manager and Assistant County Manager. Ms. Earl has worked in forms of government ranging from Open Town Meeting to Council-Manager and has supervised all municipal and county departments ranging from Public Safety and Public Works to Mental Health and Social Services.

Consultants Assigned

GovHR President Heidi Voorhees and Vice President Cristi Musser will be responsible for your recruitment and selection process. Ms. Voorhees will be the primary contact person and her contact information is:

Heidi Voorhees
President
GovHR USA LLC
630 Dundee Road, Suite 130
Northbrook, IL 60062
Telephone: (847) 380-3240
Facsimile 866.401.3100
Hvoorhees@govhrusa.com

Ms. Voorhees has led more than 240 recruitments for local government entities across the country and takes pride in facilitating a tailored, thorough process that gives elected and appointed officials the tools they need to make critical personnel decisions. Her clients have included Austin, Texas; Lake County Illinois; Evanston, Illinois; Ferguson, Missouri; Fayetteville, North Carolina; and clients in Arizona, Rhode Island, Pennsylvania and Wisconsin.

GovHR is in the process of developing its practice and presence in Colorado. One of our staff members, Cristi Musser, is a year-round resident of Eagle and is intimately familiar with the issues facing mountain resort communities and Vail in particular. Ms. Musser is a former local government professional with management and HR consulting experience in California, Oregon and Illinois. She recently conducted GovHR's successful recruitment of the Road and Bridge Director for San Miguel County (Telluride). Finally, as further evidence of GovHR's commitment to our Colorado practice, we sponsored and attended the recent CCI conference in Colorado Springs and plan to sponsor the upcoming CCCMA and CML conferences.

A complete list of GovHR's clients is available on our website at www.govhrusa.com.

Implementation Plan

Successful Recruiting Strategies: Overall, we believe a successful recruitment strategy starts with a thorough understanding of the community and municipal organization. That understanding will assist us in identifying candidates who can best fit the position. In the **Cambridge, MA City Manager** recruitment and selection process, the City organized more than 25 stakeholder meetings and additional individual interviews with the Search Committee and City senior staff. This gave us an excellent perspective on the challenges and opportunities the community and organization face. With respect to the **ICMA Executive Director** recruitment process, we conducted several online surveys of stakeholder groups to more fully understand the perspectives of the membership. In addition, we conducted two full days of individual interviews and hosted a Listening Post at our ICMA conference booth for further comment from the members.

The next step in a successful recruitment strategy is outreach. We utilize several forms of social media (Twitter, Facebook, Instagram and LinkedIn) along with more traditional website-based advertising. In addition, we develop a database of potential candidates that is typically between 500 and 1,000 members who also receive an e-mail blast from us. Finally, we personally contact candidates who we believe may be interested in the position. We regularly attend and often present at national and state conferences so we are always meeting new potential candidates. We believe strongly in presenting a diverse pool of candidates. In November, we attended the International Hispanic Network Conference in Texas where we exhibited and presented on a panel. We also sponsor and attend receptions and dinners for the National Forum for Black Public Administrators. We are founding members of the Illinois Legacy Project, an organization dedicated to the advancement of women in local government, and we are also members and sponsors of Women Leading Government, a national organization dedicated to advancing women in local government.

Interviewing and Selection Processes: Each interviewing and selection process is tailored to the needs of the community and the preferences of the elected officials. Some of the approaches we have used with clients include oral presentations, on site writing exercises, leadership assessments (utilizing an outside vendor), public forums, stakeholder panels and video interviews. These are all in addition to a structured interview conducted by the elected officials and/or Search Committee.

Many of our clients have incorporated oral presentations into the interview process. Typically, the candidates are given a topic in advance and also given the option to use technology. The presentation is no longer than 10 minutes and occurs at the start of the candidate's interview with the elected officials. The oral presentation measures the candidate's ability to speak before a group, to organize a presentation and to utilize technology. This was used very effectively in the recent **Oberlin, OH City Manager** recruitment process. We can also facilitate an on-site writing exercise and recommend a vendor for leadership assessments. We have coordinated public forums for a number of recruitments. A public forum was used effectively in the **Ferguson, MO City Manager** recruitment where there was a high level of public and media interest in the candidates for City Manager. We organized a very well received public forum for the final three candidates where the candidates answered questions and then informally met with the public. We have frequently used citizen and stakeholder panels for final interviewing processes. These have been done for numerous department head processes our firm has led for the **City of Austin, Texas**. Finally, we can offer video interviews for the elected officials. We have contracted with a firm that will provide YouTube style videos of candidates answering 2-3 questions. These links are sent by our firm to the elected officials several days prior to the meeting where candidates are chosen for an on-site interview. This was recently done for the **Orland Park Village Manager** recruitment and was useful in helping the elected officials decide which candidates to invite for an interview.

References

The following references can speak to the quality of service provided by GovHR:

Oberlin, OH City Manager recruitment

Ron Rimbart, Council President
City of Oberlin
85 South Main Street
Oberlin, Ohio 44074
440-775-7222

Ferguson, MO City Manager recruitment

James Knowles III, Mayor
City of Ferguson
110 Church Street
Ferguson, MO 63135
314-524-5152
www.fergusoncity.com

Glencoe, IL Village Manager recruitment

Larry Levin, Village President
Village of Glencoe
675 Village Court
Glencoe, IL 60022
847-835-41170
info@villageofglencoe.org

Scope of Work

A typical recruitment and selection process takes approximately 175 hours to conduct. At least 50 hours of this time is administrative, including advertisement placement, reference interviews, and due diligence on candidates. We believe our experience and ability to professionally administer your recruitment will provide you with a diverse pool of highly qualified candidates for your position. GovHR clients are informed of the progress of a recruitment throughout the entire process. We are always available by mobile phone or email should you have a question or need information about the recruitment.

GovHR suggests the following approach to your recruitment, subject to your requests for modification:

Phase I – Position Assessment, Position Announcement and Brochure Development

Phase I will include the following steps:

- One-on-one interviews will be conducted with elected officials, staff and the public to develop our Recruitment Brochure. This important document outlines the expectations that the Town Council has for its next Town Manager, providing us with the information we need to target our recruitment. During this process, we will assist you with establishing the salary for the Town Manager by conducting a salary survey of comparable communities, if requested.
- Development of a Position Announcement.
- Development of a detailed Recruitment Brochure for your review and approval.

- Agreement on a detailed Recruitment Timetable – a typical recruitment takes 90 days from the time you sign the contract until you are ready to appoint the finalist candidate.

Phase II – Advertising, Candidate Recruitment and Outreach

We make extensive use of social media as well as traditional outreach methods to ensure a diverse and highly qualified pool of candidates. In addition, our website is well known in the local government industry – we typically have 5,000 visits to our website each month. Finally, we develop a database customized to your recruitment and can do an email blast to thousands of potential candidates.

Phase II will include the following steps:

- Placement of the Position Announcement in appropriate professional online publications. In addition to public sector publications and websites, outreach will include LinkedIn and other private sector resources. We can provide the Council with a list of where we intend to place the position announcement, if requested.
- The development of a database of potential candidates from across the country unique to the position and to Vail, focusing on the leadership and management skills identified in Phase I as well as size of organization, and experience in addressing challenges and opportunities also outlined in Phase I. This database can range from several hundred to thousands of names depending on the parameters established for the outreach. Outreach will be done in person, and through e-mail and telephone contacts. GovHR consultants have extensive knowledge of the municipal government industry and will personally identify and contact potential candidates. With more than 600 collective years of municipal and consulting experience among our consultants, we often have inside knowledge about candidates.

Phase III – Candidate Evaluation and Screening

Phase III will include the following steps:

- Review and evaluation of candidates' credentials considering the criteria outlined in the Recruitment Brochure.

Candidates will be interviewed by skype or facetime to fully grasp their qualifications, experience and interpersonal skills. The interviews include asking specific questions about their experiences and skill sets as well as asking questions specific to the Town Manager. We will ask follow up questions and probe specific areas. By utilizing skype or facetime we will have an assessment of their verbal skills and their level of energy for and interest in the position.

Optional: One-way video Interview where finalist candidates answer interview questions on their own time. It's convenient for them and incredibly insightful for you. A link to each candidate video can be emailed to you for your review.

- Formal and informal references and an internet/social media search of each candidate will be conducted to further verify candidates' abilities, work ethic, management and leadership skills, analytical skills, interpersonal skills, ability to interact with the media, and any areas identified for improvement.
- All résumés will be acknowledged and contacts and inquiries from candidates will be personally handled by GovHR, ensuring that the Town of Vail's process is professional and well regarded by all who participate.

Phase IV – Presentation of Recommended Candidates

Phase IV will include the following steps:

- GovHR will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. You will advise us of the number of reports you will need for the individuals involved in this phase of the recruitment and selection process. We provide a binder which contains the candidate's cover letter and résumé. In addition, we prepare a "mini" résumé for each candidate, so that each candidate's credentials are presented in a uniform way. GovHR will provide you with a log of all candidates who applied. You may also review all the résumés, if requested.
- GovHR will meet with you on-site to review the Recruitment Report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving you the opportunity to fully review it. In addition to the written report, we will spend 2 to 3 hours discussing the candidates by reviewing their skype interviews and providing excerpts from the references we will have conducted on the individuals.

Phase V –Interviewing Process

Phase V will include the following steps:

- After the Recruitment Report is presented, the Interviewing Process will be finalized including the discussion of any specific components you deem appropriate, such as a writing sample or oral presentation.
- GovHR will develop the first and second round interview questions for your review and comment. GovHR will provide you with interview books that include the credentials each candidate submits, a set of questions with room for interviewers to make notes, and evaluation sheets to assist interviewers in assessing the candidate's skills and abilities.
- GovHR will work with you to develop an interview schedule for the candidates, coordinating travel and accommodations. In addition to a structured interview with the Town of Vail, the schedule will incorporate a tour of Vail's facilities and interviews with senior staff, if the Town so desires.
- Once candidates for interview are selected, additional references will be contacted, along with verification of educational credentials, criminal court, credit, and motor vehicle and records checks.
- GovHR recommends a two-step interviewing process with (typically) five or six candidates interviewed in the first round. Following this round, we strongly suggest that two or three candidates are selected for second round interviews. Again, we will prepare a second round of interview questions and an evaluation sheet.
- GovHR consultants will be present for all the interviews, serving as a resource and facilitator.

Phase VI – Appointment of Candidate

- GovHR will assist you as much as you request with the salary and benefit negotiations and drafting of an employment agreement, if appropriate.
- GovHR will notify all applicants of the final appointment, providing professional background information on the successful candidate

Optional 360° Evaluation

As a service to the Town of Vail, we offer the option to provide you with a proposal for a 360° performance evaluation for the appointed Town Manager at about six months into his or her employment. This evaluation will include seeking feedback from both Elected Officials and Department Directors, along with any other constituent the Town feels would be relevant and beneficial. This input will be obtained on a confidential basis with comments known only to the consultant. If you are interested in this option, GovHR will prepare a proposal for this service.

Recruitment Schedule

A detailed recruitment schedule will be provided in Phase I. The recruitment and selection process typically takes 90 days from the time the contract is signed until the candidate is appointed. We can work with you on a shorter process, should you so desire.

Our typical recruitment process includes the following milestones and deliverables:

➤ Weeks 1 - 2	On-site interviews of Town officials and staff, development and approval of recruitment brochure Deliverable: recruitment brochure
➤ Weeks 3 - 8	Placement of professional announcements; candidate identification, screening, interview and evaluation by consultant
➤ Week 9	Consultant recommendation to Council of qualified candidates Deliverable: recruitment report
➤ Week 10	Selection of candidate finalists by Council; additional background and reference checks, report preparation and presentation Deliverable: interview reports including suggested questions and evaluation sheets
➤ Weeks 11-12	Interviews of selected finalist candidates; Council recommendation of final candidate; negotiation, offer, acceptance and appointment

Summary of Costs	Price
Recruitment Fee:	\$14,000
Recruitment Expenses: (not to exceed) ➤ Expenses include consultant travel, postage/shipping, telephone, support services, candidate due diligence efforts. copying etc.	6,000

Advertising:	2,000*
*Advertising costs over \$2,000 will be placed only with client approval. If less than \$2,000, Client is billed only for actual cost.	
Total:	\$22,000**

**This fee does not include travel and accommodations for candidates interviewed. Recruitment brochures are produced as electronic files. Printed brochures can be provided, if requested, for an additional cost of \$900.

The above cost proposal is predicated upon three consultant visits to Vail; the first for the recruitment brochure interview process; the second to present recommended candidates; and the third or the candidate interview process. Any additional consultant visits requested by the Council may result in an increase in the travel expenses and those expenses will be billed to the Client.

Payment for Fees and Services

Professional fees and expenses will be invoiced as follows:

1st Payment: 1/3 of the Recruitment Fee (invoice sent upon acceptance of our proposal).

2nd Payment: 1/3 of the Recruitment Fee and expenses incurred to date (invoice sent following the recommendation of candidates).

Final Payment: 1/3 of the Recruitment Fee and all remaining expenses (invoice sent after recruitment is completed).

Recruitment expenses and the costs for printing the Recruitment Brochure will be itemized in detail. Payment of invoices is due within thirty (30) days of receipt (unless the client advises that its normal payment procedures require 60 days.)

GovHR Guarantee

It is the policy of GovHR to assist our clients until an acceptable candidate is appointed to the position. Therefore, no additional professional fee would be incurred should the Client not make a selection from the initial group of recommended candidates and request additional candidates be developed for interview consideration. Additional reimbursable expenses may be incurred should the situation require consultant travel to Vail beyond the planned three visits.

Upon appointment of a candidate, GovHR provides the following guarantee: should the selected and appointed candidate, at the request of the Town or the employee's own determination, leave the employ of the Town within the first 24 months of appointment, we will, if desired, conduct another search for the cost of expenses and announcements only, if requested to do so within six months of the employee's departure.

In addition, in accordance with the policy of our firm as well as established ethics in the executive search industry, we will not actively recruit the placed employees for a period of five years.

Why Choose GovHR?

We ask you to consider the following as you deliberate:

- We are a leader in the field of local government recruitment and selection with experience in more than 24 states, in communities ranging in population from 1,000 to 1,000,000. More than 28% of our clients are repeat clients showing a high level of satisfaction with our work. We encourage you to call any of our previous clients.
- We are committed to bringing a diverse pool of candidates to your recruitment process. We network extensively with state, city and county management associations, attending more than 20 state and national conferences each year. In addition, we support and attend the meetings of Women Leading Government, the International Hispanic Network, the California Network of Asian Public Administrators, and the National Forum for Black Public Administrators.
- We conduct comprehensive due diligence on candidates. Before we recommend a candidate to you, we will have interviewed them via Skype, conducted reference calls, and media and social media searches. Our knowledge of local government ensures that we can ask probing questions that will verify their expertise.
- We are your partners in this important process. You are welcome to review all the resumes we receive and we will share our honest assessment of the candidates.
- Our goal is your complete satisfaction. We are committed to working with you until you find the candidate that is the best fit for your position.

We believe we have provided you with a comprehensive proposal; however, if you would like a service that you do not see in our proposal, please let us know. We can most likely accommodate your request.

This proposal will remain in effect for a period of six months from the date of the proposal. We look forward to working with you on this recruitment and selection process!

Sincerely,



Heidi J. Voorhees
President
GovHR USA

ACCEPTED BY THE TOWN OF VAIL, COLORADO

BY: _____

TITLE: _____

DATE: _____

CONSULTANT BIOGRAPHY

Heidi J. Voorhees **President, GovHR USA**

Ms. Voorhees has extensive experience in both executive search and general management consulting assignments. She has led more than 240 recruitments for local government entities across the country and takes pride in facilitating a tailored, thorough process that gives elected and appointed officials the tools they need to make critical personnel decisions. Her clients have included Austin, Texas; Lake County Illinois; Evanston, Illinois; Ferguson, Missouri; Fayetteville, North Carolina; and clients in Arizona, Rhode Island, Pennsylvania and Wisconsin.

In addition to her 15 years of executive recruitment and management consulting experience, she has 19 years of local government leadership and management service, with the Villages of Wilmette and Schaumburg, Illinois, and the City of Kansas City, Missouri.

From 1990 to 2001, Ms. Voorhees served as the Village Manager for Wilmette, Illinois, one of Chicagoland's notable residential suburbs located on the shore of Lake Michigan. During her tenure, Ms. Voorhees focused on delivering high quality services and responsiveness to a recognized interactive community, streamlining administrative and management functions and team building throughout the organization that employed 200 individuals. Under her leadership, the organization developed a collaborative budget process, formalized its long-range capital improvement program, and developed budget and financial policies that led to the achievement of a AAA bond rating for the community.

Since leaving the Village of Wilmette in 2001, Ms. Voorhees has been an Adjunct Instructor for the Center for Public Safety located on the campus of Northwestern University. She also instructs law enforcement executives in the Executive Management Program on management, community relations, and organizational culture. Ms. Voorhees has also been an Instructor for the Northwestern University Master's Degree Program in Public Policy and Administration. She is a frequent speaker on recruitment and selection issues and has conducted training programs for the Illinois City and County Management Association, the Ohio City and County Management Association, the American Public Works Association – Chicago Metro Chapter, the Illinois Association of Municipal Management Assistants, the Northern Illinois University Civic Leadership Program, and the Great Lakes Leadership Academy.

Ms. Voorhees holds a Master's Degree in Public Affairs from the School of Public and Environmental Affairs at Indiana University where she was a fellow in the Eli Lilly State and Local Government Fellowship Program. Ms. Voorhees was recognized as the distinguished Alumnus for the School in 1998. She also has a Bachelor of Science degree in Political Science from Illinois State University.

Ms. Voorhees has served on the Boards of Directors of numerous professional associations including the Chicago Metropolitan Managers' Association and the Illinois City and County Management Association. For two years, she was the Illinois representative to the ICMA University, the professional development arm of the International City and County Management Association. In 1999, she was selected to participate in the Leadership Greater Chicago Program and has been an active Rotarian for 26 years.

Cristi Musser **Vice President, GovHR USA**

Cristi Musser has nearly twenty years of experience in all facets of municipal and county government management in Illinois, Oregon, and California. She formerly served as the Director of Support Services for suburban Washington County; the second largest County in Oregon. As Department head, she was

responsible for Finance Operations and Audits; Human Resources, Purchasing, Risk Management, Buildings and Grounds, Fleet Maintenance, and Information Technology. Her position also provided overall management and general supervision of the County's 911 Center.

At Washington County, Ms. Musser's accomplishments included: spearheading the creation of a countywide intergovernmental agency to provide 911 dispatch services; reorganizing and updating the Finance Division's organizational structure, processes, and technology; negotiating and managing a variety of outsourcing contracts; developing and implementing internal reorganizations and process improvements; and establishing a professional Risk Management division.

Prior experience includes working as a Senior Analyst for Marin County, California where she had extensive experience in budget and financial analysis, human resources, and labor relations. During her tenure, Ms. Musser also acted as the County Executive's representative to all criminal justice related departments, the County Library, and the Parks and Open Space Department.

Ms. Musser recently joined GovHR USA after working for nearly four years as a Senior Management Consultant and Project Manager for Sikich LLP. In her role with Sikich, Ms. Musser's consulting work included compensation studies, organizational assessments and process mapping studies, and development of strategic plans. Recent compensation clients include the Village of Addison, the City of DeKalb, the DeKalb Public Library, and the Village of Park Forest. Ms. Musser's organizational assessment clients include Elgin Community College, Peoria County Court Administrator, the City of Bloomington, and the Village of Wilmette. Her strategic planning clients include the City of Dixon, the Village of Tinley Park, Metro West Council of Governments, and the City of St. Charles.

Ms. Musser holds an MPA from Northern Illinois University. She attended Harvard University's program for Senior Executives in State and Local government.

GovHR USA

City Management Recruitments 2011 to Present

Client Name for Client List	JOB	YEAR	Pop
City of Alpena	City Manager	2012	10,410
City of Battle Creek	City Manager	2014	51,911
City of Beloit	City Manager	2015	36,966
City of Burleson	City Manager	2011	36,990
City of Burlington	City Manager	2011	25,663
City of Burlington	City Administrator	2014	10,511
City of Cambridge	City Manager	2016	110,000
City of Carbondale	City Manager	2011	25,092
City of Caro	City Manager	2012	4,208
City of Crest Hill	City Administrator	2015	20,837
City of Decatur	City Manager	2014	76,178
City of DeKalb	City Manager	2013	44,862
City of Dixon	City Manager	2015	15,333
City of East Moline	City Administrator	2011	21,300
City of East Moline	City Administrator	2016	21,300
City of Ferguson	City Manager	2015	21,111
City of Fon du Lac	City Manager	2012	43,021
City of Fort Atkinson	City Manager	2012	12,300
City of Glendale, WI	City Administrator	2016	12,920
City of Greenbelt	City Manager	2016	23,753
City of Hagerstown	City Administrator	2015	40,612
City of Hartford	City Administrator	2015	14,251
City of Highland Park	City Manager	2011	31,365
City of Janesville	City Manager	2013	63,480
City of Joliet	City Manager	2013	147,500
City of Kalamazoo	City Manager	2013	75,000
City of Lake Geneva	City Administrator	2015	7,710
City of Lincoln	City Administrator	2014	14,500
City of Marengo	City Administrator	2011	7,614
City of Maryland Heights	City Administrator	2015	27,436
City of Monmouth	City Administrator	2014	9,444
City of Morgantown, WV	City Manager	2016	31,000
City of Newton, IA	City Administrator	2016	15,000
City of Oak Creek	City Administrator	2016	34,626
City of Oberlin	City Manager	2016	8,390
City of Pekin	City Manager	2016	33,223

City of Princeton	City Manager	2011	7,500
City of Racine, WI	City Administrator	2016	78,200
City of Republic	City Administrator	2016	15,590
City of Rochester	City Manager	2015	13,000
City of Rock Island	City Manager	2011	39,684
City of Washington	City Administrator	2011	7,266
City of Washington	City Administrator	2015	15,700
City of Waukesha	City Administrator (2012)	2012	71,000
City of Waukesha	City Administrator	2014	71,000
City of Webster City	City Manager	2016	8,000
City of West Bend	City Administrator	2016	31,000
City of West Liberty	City Manager	2013	3,736
City of Whitewater	City Manager	2012	14,300
City of Wildwood	City Administrator	2014	35,517
Delta Charter Township	Township Manager	2014	32,400
Municipality of Mt. Lebanon	Municipal Manager	2015	33,000
Oakland Township, MI	Township Administrator	2014	16,779
Town of Beloit	Town Administrator	2016	36,966
Town of Cedarburg	Town Administrator	2015	11,475
Town of Enfield	Town Manager	2015	45,246
Town of Lisbon	Town Administrator/Clerk	2014	2,521
Town of Munster	Town Manager	2014	23,603
Town of North Kingston	Town Manager	2015	26,326
Town of Provincetown	Town Manager	2015	2,990
Town of Rome	Town Administrator	2016	2,720
Town of Williamstown	Town Manager	2015	8,400
Village of Algonquin	Village Manager	2012	30,046
Village of Arlington Heights	Village Manager	2014	75,100
Village of Bensenville	Village Manager	2015	20,703
Village of Brown Deer	Village Manager	2012	12,061
Village of Cary	Village Administrator	2011	18,713
Village of Clarendon Hills	Village Administrator	2014	8,572
Village of Fox Lake	Village Administrator	2013	10,550
Village of Glencoe	Village Manager	2013	8,723
Village of Hanover Park	Village Manager	2012	37,973
Village of Hinsdale	Village Manager	2013	16,816
Village of Hobart	Village Administrator	2016	8,500
Village of Homer Glen	Village Manager	2011	24,220
Village of Inverness	Village Administrator	2013	7,400
Village of Kenilworth	Village Manager	2012	2,500
Village of Lake Villa	Village Administrator	2013	8,774

Village of Lake Zurich	Village Manager	2015	19,631
Village of Libertyville	Village Manager	2016	20,431
Village of Lincolnshire	Village Manager	2012	7,500
Village of Lombard	Village Manager	2013	43,165
Village of Mokena	Village Administrator	2015	19,042
Village of Morton Grove	Village Administrator	2011	23,270
Village of Mt. Prospect	Village Manager	2015	54,771
Village of New Lenox	Village Administrator	2011	25,000
Village of Oak Brook	Village Manager	2014	7,883
Village of Orland Park	Village Manager	2016	60,000
Village of Schiller Park	Village Manager	2015	11,870
Village of Shorewood	Village Administrator	2011	15,615
Village of Skokie	Village Manager	2013	65,000
Village of Tinley Park	Village Manager	2013	58,000
Village of Volo	Village Administrator	2013	3,300
Village of Wauconda	Village Administrator	2013	13,603

Announces a Recruitment For

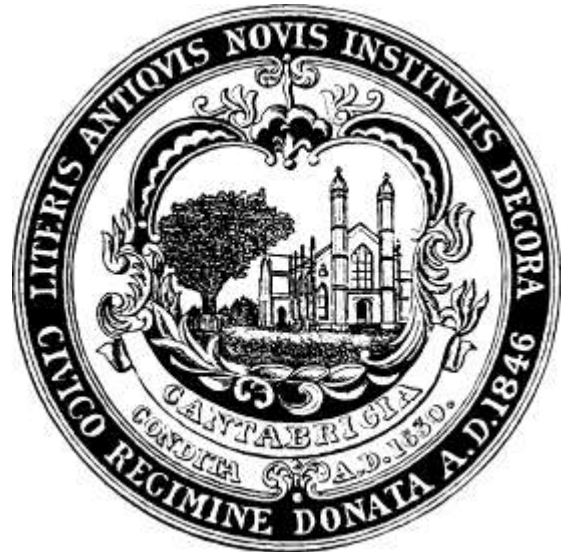
CITY MANAGER

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
FAX: 866-401-3100
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.



Photo credit Mark Hornbuckle

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)

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.

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

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.



- 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

