



GOVERNMENT OPERATIONS, RULES & CLAIMS COMMITTEE

COMMITTEE MEETING

~ MINUTES ~

Wednesday, March 2, 2022

2:00 PM

Sullivan Chamber
795 Massachusetts Avenue
Cambridge, MA 02139

I. Call to Order

Attendee Name	Present	Absent	Late	Arrived
Alanna Mallon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Dennis J. Carlone	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Patricia Nolan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
E. Denise Simmons	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Paul F. Toner	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

Vice Mayor Alanna Mallon

Good afternoon and welcome to the Government Operation Rules and Claims Committee of the City Council. A quorum being present, I call this meeting the Government Operation Rules and Claims Committee to order. The call of this meeting is for the purpose of reviewing the draft leadership profile in the next steps in the City Manager search process. Pursuant to Chapter 20 of the Acts of 2021 adopted by the Massachusetts General Assembly approved by the Governor, the City is authorized to use remote participation at meetings of the City Council. To watch the meeting please turn to Channel 22 or visit the Open Meeting Portal on the city's website. Today's meeting will be conducted in remote format. If you would like to provide public comment please go to cambridgema.gov/publiccomment to sign up. We will not allow any additional public comment to sign up after 2:30 pm today. Mr. Clerk can you take a roll, and members make sure the media is audible to you.

Anthony Wilson, City Clerk

Councillor Carlone?

Councillor Dennis Carlone

Present.

Anthony Wilson, City Clerk

present. Councillor Nolan?

Councillor Patricia Nolan

Present and audible.

Anthony Wilson, City Clerk

Present. Councillor Simmons? Councillor Simmons? Absent. Councillor Toner?

Councillor Paul Toner

Present and audible.

Anthony Wilson, City Clerk

There are four members present.

Vice Mayor Alanna Mallon

Thank you. I also want to welcome Councillors McGovern and Mayor Siddiqui who are not members of the committee, but have joined us today. We have a lot of work today, and I'm hoping we can get to all of it. Randi Frank and Richard Brown from Randi Frank LLC, the executive search firm helping us with the search, are both on the Zoom with us today. I just want to start the conversation with having a brief announcement from Councillor Toner on the City Clerk search that he and Councillor Simmons are leading, so Councillor Toner, you have the floor.

Councillor Toner

Thanks Madame Chair, just very briefly, I don't have the official report, I will have communication for the City Council this week on this week's agenda. However, I just want to thank Councillor Simmons for her work with me and others, Naomie Stephen who helped us out. We are on track, the posting is up and we can start promoting it. I will provide a full report of timelines and membership of the community for our City Council meeting. I just wanted to let you all know that we are in good shape.

Vice Mayor Alanna Mallon

Great and thank you for that. Thanks to you and Councillor Simmons for working so hard on that and we look forward to a further update on Monday night. I also want to recognize that Councillor Zondervan is here with us as well. Thank you everyone for being here for this update. As I said, we have a lot to do today. We will be reviewing the draft of the leadership profile that I sent you all last night and included in today's agenda packet. We will review the timeline and talk about the initial screening committees. First up on the agenda, is a discussion of the draft leadership profile.

So just as a background for everybody, for the last six weeks as you know, we have undergone a robust community engagement process as part of the city manager search process. For residents and stakeholders we provided several ways for them to weigh in on the process, close to 750 people provided feedback on the co-organize page which was set up for feedback and provided over 4000 pieces of unique feedback. We also held 18 small issue-based focus groups which are recorded, and can be listened to at app.lvn.org/collection/147. I posted it on twitter, and also all the conversations are up on the city manager search portion of the website. You can either listen to the whole conversation which are about 75 – 90 minutes long depending on the amount of participants, or we pulled out the highlights for a quicker listen. If you have not, I encourage everyone to listen to the focus groups, as they are really insightful. The smaller group sessions allow for deep conversations into their respective content areas. And I really want to say thank you to close to 120 participants in the focus groups for their time and insights. I also really want to thank Subu and Michael in the Mayor's office for help in setting this up, Adrienne in the Mayor's office, Naomie, our executive assistant, Nancy Tauber, and Robin Harris of the School Department for facilitating these conversations. At the end of every conversation it's interesting to hear the members say that they did not expect to enjoy the conversation as much as they did, and that's in large part to wonderful team members who facilitated those conversations so skillfully. There are 27 hours of recorded

focus group conversations. In addition to the conversations, Randi Frank and her team led focus groups with boards and commission members, market renters, graduate students, Cambridge's Employee Antiracist, Diversity, Equity and Inclusion Initiative members, business associations in the chamber of commerce, university representatives, and union presidents. We also held a town hall for residents and stakeholders which was live translated into five languages and over 60 people attended. Randi and her team met with every department head in the City and every City Council member. In terms of employee engagement, which we really wanted to make sure we reached out to many employees to engage them in this process, over 70 employees attended a town hall meeting and we received over 450 responses to the employee survey. We also set up 15 minute conversations for employees who wanted to meet directly and privately with Randi Frank. All of that represents over 50 hours of time for the search firm hearing from residents and stakeholders. We have heard from many that this level of community engagement with all these entry points helped, it was accessible and it was genuine. We know it was not perfect and we appreciate the many residents who worked with us throughout the process to ensure additional inclusivity and transparency as we went along. I, for one, have learned a lot about what community engagement can look like and feel like, and I look forward to taking what we learned and applying those lessons to future City Manager search efforts when we get to the interviewing and public interview stages, but also to other complicated conversations that happen in the city. As you can imagine, this was a lot of information to distill into one document, but you should've all received the draft of the leadership profile last evening. For members of the public, it was posted this morning as part of this meeting agenda. I think one thing I want to really make clear is that this is not the only document that will be produced from this extensive community process. We are working with coUrbanize to help create a readable report of the data and feedback collected on their site, both posted onto their site and produced as an actual document that we can keep. And we will be working with the Cortico conversations to pull together an interactive document that identifies themes and possible interview questions. We will also compile results of the employee survey and the town hall. All of these documents will be provided to the screening committee as well as the next City Manager. So, today is really a chance to provide some initial feedback to Randi and her team about the leadership profile and then next Wednesday you should have all seen from the Clerk's office, we have scheduled another meeting to approve this final draft for posting and that is when that recruitment period will happen. And like I said, Randi and her team are here so please feel free to ask any questions of them. You have received both a text version of the draft as well as how the design will likely look once it is posted and graphically organized. At this point, I will try to share my screen so we are all looking at the document. One second. Okay.

So, at this point I will leave this up here. But I would love to run through it very quickly and then open to the floor for comments. So, the first page. There is a page on our community and it briefly outlines Cambridge, some statistical facts, some data, some information about various parts of the city.

And then there is a page on our government structure. As we know our form of government is something that we need to explain especially when looking for a new City Manager.

A page on the budget: how our money gets spent. It is pretty detailed.

There are live links in here, live links on how to get to the actual budget, you will see that throughout the document that there are live links within the pdf. Starting on page 5 is where we really get into the meat of what we heard from the Cambridge community: residents and stakeholders around who our ideal candidate is: what we envision this person who will come into the job and bring with them both professional experience and personal attributes. We really thought it was very important based on the feedback we got from our employees both with surveys and the town hall to really include a strong

statement on our antiracism, equity and inclusion policy because it became very clear that our employees find that this is one of the most important things that they would like to see in the next city manager is a commitment to come and experience with making sure that there are diverse and inclusive processes in the workplace...policies, rather. And then there are a few pages of quotes that we pulled out from the town halls, and the coUrbanize page, and some of the focus groups really giving some flavor of what we heard over the last six weeks from our residents. So, some of these are live links to the actual conversation, and you can go right into whether it is the focus group highlight or that town hall, or it will link you to the comment from the page. There are two pages of those. And then opportunities and challenges. This is where we really heard from city department heads, from employees, from residents, stakeholders, small business owners, you name it. This is where people say these are the challenges that exist here, but these opportunities that exist for the next city manager. There's a page on qualifications. And then a page on timeline, salary, benefits, and how to apply for this job. And then the last page is really how to contact the executive search firm and how to apply. That's just a little bit of a rundown of how this will look, how we laid it out based on all of that community engagement we have done over the last 4 to 6 weeks. But, I know that people have some thoughts, I've already got emailed some thoughts from colleagues. At this point I would like to open it to any colleagues who would like to make initial comments. This really is a draft. We are really presenting this today as a draft. Like I said, we will have another meeting next week that we will finalize the draft so it will be posted, and we can do that recruiting. I'm not sure who would like to go first. Looks like I have Councillor Toner first. Go ahead, you've got the floor.

Councillor Paul Toner

Thank you very much. I think it looks great, and I think there is a lot of information here, and obviously we want to listen to residents and folks in the focus groups. One thing I wanted to ask, is on the quotes, and I'm happy to have the quotes in there... some of them state specific things that quite honestly have or have not been decided by the council yet. So I want when the candidate sees this to understand that these are individual people's desires and hopes, but not necessarily part of the job description. If you know what I mean. And there are some qualifiers that are in there, and you know, definitely respecting people's views and desire for those qualities in a City Manager, but at the same time, I just want to make sure that we hire the best person for the job, and we understand that the city council is setting the policy agenda for the City Manager going forward and not necessarily the quotes from the focus groups that we have included.

Vice Mayor Alanna Mallon

Thank you Councillor Toner, that's a great point. I am wondering if other colleagues have comments on that, follow ups if that was something that they noticed as well.

Councillor Dennis Carlone

Madam vice mayor.

Vice Mayor Alanna Mallon

Yes, please go ahead. I can't see you guys in the chamber, so please break in anytime, Councillor Carlone and Councillor Nolan.

Councillor Dennis Carlone

Thank you Madam Vice Mayor. I concur with Councillor Toner, I thought a few of them were very individual statements. And in fact, I will go to the other side of that and say there were no comments about the need for much better physical planning in the city. Not once has the word “planning” been mentioned. It is a combination. I do think that some of the early views in the order the comments are given are very specific, and I don't believe necessarily universal. And, I realize they are individual comments, but even the order that they are in...I do concur with Councillor Toner. And I will keep that to my comments later.

Vice Mayor Alanna Mallon

Does anyone else have thoughts on that?

Councillor Patricia Nolan

Vice Mayor Mallon?

Vice Mayor Alanna Mallon

Councillor Nolan you have the floor.

Councillor Patricia Nolan

On the specific point, I think the quotes give you a flavor of the people across the city.

One thing that Councillor Toner said, if we could make it clear that this is a sampling, and we really encourage people to listen to perhaps an entire record or more importantly, whoever went through and picked out these quotes to ensure that they are at least as representative as one might be able to get, which I assume you and your team, and I do want to say, this has been a heroic effort, and has taken an incredible amount of time, and I so appreciate it, and think we will be getting to a really good place, but the summary of it is, as long as these quotes represent the range and diversity of opinion, and if there has been a number of them reflecting more than one person, then that makes perfect sense to call them out, again as long as it is clear as, Councillor Toner said, that this is not Council speaking, this is a range of residents across the city.

Vice Mayor Alanna Mallon

Thank you. Councillor Nolan. Mayor Siddiqui?

Mayor Sumbul Siddiqui

I personally like the quotes. but I think there is a way to maybe balance them out given the concerns from members of the Gov Ops committee. But just the sheer number of people who engaged with coUrbanize, and the focus groups, I think it's important to highlight some of them, so that is my personal opinion. They should still be on there in my opinion, but if there is a balance to get to our colleagues' points, then perhaps let's change some of them. Thank you.

Vice Mayor Alanna Mallon

Thank you Madam Mayor. It sounds like people are okay with the quotes, but we need to make them more representative and have a better balance so we can certainly work on that. There is no shortage of pieces of feedback that we can choose from. So we will definitely work on that. We will make a note of that. I don't see anyone else's hands up, do people have any other specific callouts?

Councillor Dennis Carlone

Madam Vice Mayor, it is Councillor Carlone again.

If I could talk about the ideal candidate list, or do you want me to hold off until you get there?

I noticed two things, one is if you go down to the fifth bullet, it talks about us, the council and what we are expecting in our relationship, and that should be number one on the list. This is from the council. I think we have a good relationship now but this has to be key for a working relationship. That is my suggestion. I will hold off on the second point if you want to discuss this with others.

Vice Mayor Alanna Mallon

Well, I agree with you. That's a great call out. Does anybody on the committee have concerns about moving that to number one. I see a lot of shaking heads. No? Okay. So Councillor Carlone, go ahead with the second.

Councillor Dennis Carlone

It gets back to the point I mentioned a moment ago: there should be a bullet about the importance of physical planning, short and long-term, understanding or knowing the importance of physical planning. If you think about some of the issues that we are always talking about, whether it's Alewife Quadrangle or bike safety, a lot of this could have been ameliorated if there was more emphasis on physical planning in the City. Showing examples early on of what is intended, or solutions instead of waiting until the last minute like we are doing in some cases. I think that is absolutely critical, and this is unbiased. There will be development in the city, so how does it meet existing land uses, and communities. It just lessens the length of the arguments that go on and on by studying it early on.

Vice Mayor Alanna Mallon

Thank you Councillor Carlone, that's a good call, we will certainly add a bullet about short and long-term physical planning. Are there any comments on that? I can't see, Councillor Nolan.

Councillor Patricia Nolan

On the planning specifically, or the whole list?

Vice Mayor Alanna Mallon

On the planning specifically.

Councillor Patricia Nolan

I agree, it's an important thing to add.

Vice Mayor Alanna Mallon

Councillor Carlone, do you have any other callouts? You're not limited to two.

Councillor Dennis Carlone

On the ideal candidate or anything?

Vice Mayor Alanna Mallon

For any part of this.

Councillor Dennis Carlone

Yes, not much. On the last, no – we also had the section near the back, “The Next City Manager Needs To,” and there is a very good list of bullets, one, two, three, four, five, six, 10 bullets. The one thing, and I mentioned it the other day in the Finance Committee: we do a great job, but we don't tend to talk about where we are deficient as a city. And, that is in open space. Some neighborhoods have 1/5 the national average, and in fact, as a city as a whole, we have half of the national average of open space.

And I just think we need to expand open space, particularly in underserved neighborhoods. And there has to be an integral part and has never been an integral part in the underserved neighborhoods of the city. We have focused on both ends for major development going on, almost relying on developers more than anything else, and we need to become more active in that. For environmental reasons, for social reasons, for justice reasons. So, that is my last contribution at the moment.

Vice Mayor Alanna Mallon

Thank you, that is a good one. We certainly heard during the community engagement process around open space and the need for open space, and it has been sprinkled into the leadership profile in other areas, but we will certainly try to call out more specifically under this section.

Councillor Dennis Carlone

It's not in this document, I believe, almost anywhere, but you might be correct, you know it better than I do. Thank you madam chair.

Vice Mayor Alanna Mallon

Thank you Councillor Carlone. Councillor Toner, I see your hand, but hang on one second, I want to check in with Councillor Nolan.

Councillor Patricia Nolan

Yes, I have a few comments, should I do them now?

Vice Mayor Alanna Mallon

Councillor Toner did you have a specific callout on something Councillor Carlone just said, before we move on to something else?

Councillor Paul Toner

No in addition so I can wait for Councillor Nolan to say what she has to say.

Vice Mayor Alanna Mallon

Thank you, Councillor Nolan, you have the floor.

Councillor Patricia Nolan

Thank you, Chair Mallon. Starting at the very beginning in the under “our community,” there are a couple things we should emphasize when we talk about the economically stratified city. My understanding is that it might be good if it's true, my recollection is that it has become increasingly stratified. That if we wrote

this 20 years ago, that stark stratification would not be as wide. And it's important because as it becomes increasingly stratified what we are trying to do is make sure it doesn't continue on that path. Then I also believe that the number of children in Cambridge Public Schools is more along the number of 38% at least last time I checked for 2018, but going down over the years. So we can just do a cleanup of that percentage, and if the body thinks it's important to make the point that the increasing stratification, and I have to say it just shocks me because those two quintiles are farther apart than they used to be. There are a couple comments under the "Ideal Candidate," wait, I don't know which, I don't have page numbers on this, so I don't know if I'm going in order. I want to back up a second and say I think this is phenomenal and you brought together an incredible array of so much of what I've seen and heard in the community and from the council. Again, I cannot imagine or fathom the number of hours this took. I really want to thank you and your team and everyone you mentioned at the beginning, I recognize this is incredibly difficult and challenging. So, I think under the "Ideal Candidate," and I was trying to figure out where it should fit in, but the word "respectful" has to be in there. It is so critically important. And under the third bullet talks about "the ideal candidate will be an active listener ensuring all employees have a seat at the table and be an active listener who is respectful of all parties," just that word, and I can later on think about wordsmithing or adding it. I think that is something that every high-performing workplace that would respect particular in a private sector, lead to a completely different approach to how it is you go about achieving goals. And then I think another bullet point or something that I would think would also be important to add, what I started to structure in my mind, I will read it to see if we can work on it. "The ideal candidate will also have demonstrated experience and effectiveness building on best practices from other cities and bring the most updated government practices to the job." And the reason I say that while we have some phenomenally forward-thinking parts of the city and we have – rightfully so – gotten a lot of kudos for some of what we do, we know there are a lot of processes that we need to update. We have certain paper-based practices that a high-performing city does not do anymore. Our Personnel Department is still called "Personnel" instead of Human Resources, which already Human Resources is 20 years old. Those are the kinds of things, the best practices, that I think it would be good for us to say we are looking for someone to bring to us and the ability to take us to the next step. And then one other change under the, I think this is, oh, "opportunities and challenges." On the third paragraph, it talks about rightly so, which as we know, given everything we have read every single week, there's another element suggesting that not only is the world in a deep, deep crisis, but the Boston area in particular is in a deep climate crisis. So, in line with what counselor Carlone said, we have to be clearer that despite best efforts, we have literally failed to meet every climate goal citywide that we are set and, we are not on track to hit other goals, and we hope that someone will come forward. I can send you...I don't know how we will do this, I can send a little bit of a couple words to suggest in preparation for the last meeting we have. Those are the couple of comments I have. I think it's a terrific document. I was glad to see the quotes, and I am thinking we did the right thing that we will keep some of them. But just making it clear what they mean or who they are from. That is it for now. Thank you Vice Mayor Mallon.

Vice Mayor Alanna Mallon

Thank you Councillor Nolan, and I want to highlight on the screen that under "Opportunities and Challenges," the last paragraph really kind of encapsulates what you were just saying on your last point around the climate crisis and, it says "while Cambridge has been intentional in its resiliency efforts in attempts to reduce global emissions, we have missed recent emissions targets and do not appear to be on

track to hit our 2030 climate goals. The next City Manager must understand the important urgency of the climate crisis and embrace the challenge of making Cambridge a leader in emissions and reductions.”

[inaudible]

Councillor Patricia Nolan

Sorry, did you finish?

Vice Mayor Alanna Mallon

Yes, I am finished, go ahead.

Councillor Patricia Nolan

I was reacting to that point, that it's not the most recent ones. We have not met emissions goals for 20 years straight citywide. They have gone up instead of down. Not only do we not appear to be on track, there is no way if we continue where we are that we will meet 2030 goals if we continue. I saw that language, and I'm glad it could be stronger in identifying that challenge. But, also the opportunity, I think we have things in place to address that, so maybe it can be “the next City Manager has the potential and understands the urgency and embraces the challenge because we do have many building blocks in place, and we need to, if we ramp up efforts, we can address those.” If that makes more sense, I did read that, but I think it needs to be stronger.

Vice Mayor Alanna Mallon

Thank you for that clarification. I think over the next week, you and I can work together to try and strengthen that, to make it more of what you are looking for. Councillor McGovern, I see your hand is up. Councillor Nolan are you yielding the floor?

Councillor Patricia Nolan

Yes I am, thank you Chair Mallon.

Vice Mayor Alanna Mallon

I see Councillor McGovern's hand is down?

Councillor Marc McGovern

I thought you were going to call on me so I put my hand down.

Vice Mayor Alanna Mallon

I did have Councillor Toner next, but he is waving me off. Go ahead Councillor McGovern.

Councillor Marc McGovern

Thank you Madame Vice Mayor. Could we maybe take a quick step back, and have Ms. Frank or Mr. Brown explained to us how this document will be used and what it is for? Because it sounds like we are listing our own personal interest in things to add, which is great, but I don't know what is supposed to go in here exactly, or what is not supposed to go in here. Are we talking about everything we like and don't like about what's happening in the city? Is this a little bit of a marketing pitch to people, what is it that we are trying to accomplish with this piece so we can then better decide what goes in it.

Councillor Dennis Carlone

Madame Vice Mayor, may I respond? This is Councillor Carlone.

Vice Mayor Alanna Mallon

Councillor Carlone go right ahead.

Councillor Dennis Carlone

I think what Councillor McGovern is suggesting, of reviewing the purpose, makes all the sense in the world, but I want to be very specific: my comments I hear all of the time, from public comments, and in the meetings that I go to, and it is not always my side of the town, it is throughout the city on open space and lack of physical planning. So yes, they are individual, because that's my expertise, but, [multiple speakers]

Vice Mayor Alanna Mallon

Councillor Marc McGovern, Councillor Carlone has the floor and I will yield to you when he is through.

Councillor Dennis Carlone

I am not suggesting that is what happened, but I am saying, I am respecting the goal of the document. I saw things missing that I think are critical to the health of the city. And that is why I mentioned it. It is not my pet project, and you for listening.

Vice Mayor Alanna Mallon

Thank you Councillor Carlone. Councillor McGovern, I think yours is an excellent suggestion to bring Randi to the table to talk about the goal of the document, not where it will be posted, we will get that in a different part of the meeting, but really what normally goes into a document in a leadership profile like this, and what it should contain. We looked at a number of city manager postings from across the country, we looked at the 2016 City Manager leadership profile, and we really tried to encapsulate the community engagement through this document. You know certainly, and I'll let Ms. Frank might speak more on this, but there are things we saw in the first couple pages that are pretty basic, right? The community background, the budget, the general government, salary, benefits, but the middle piece is where we are trying to say to the next great candidate, or candidates for the City Manager, this is Cambridge. These are the challenges and opportunities that we face. These are the professional experiences and personal attributes that we are looking for that we heard from the community during our community engagement. I will turn this over to Ms. Frank and her team to really talk about the leadership profile, what's typically in it, and how it will be used. It's a job description, but also a marketing piece on why somebody would want to come to Cambridge and what the job is. Ms. Frank, I will give the floor to you and Richard to talk about the leadership profile, and I don't know if you want to do a little background of what you've been doing over the last six weeks to get us to this place.

Randi Frank

Yes. It's a good question. We do this for all of our executive searches. We always have a section that says "opportunities and challenges," "the ideal candidate," what they are looking for, and every community is different with those types of things. Because we want to find out and that's where we met with all

department heads, all the councillors, heard all those issues, attended those many group sessions, citizen session, to hear what the issues are that people are talking about, so that it could get into the profile. This profile is attached to any emails we send out to potential candidates. It is on my website. It will be on Bob Slavin's management's website. It will be on your website. Some of the places that we advertise allow us to attach the profile, so it will be on there. Other places tell them to contact or look at our website to find the profile because they don't allow any attachments to their advertisements.

So, I guess the best example to give you is that working with the town of Plainville, Connecticut. They went out on their own and did not get any candidates. But, they have a two page document that did not tell them anything. It told them the basics. But, what we did was we went into details about the departments, we went into details about the positive things they done. We went into detail on their economic development projects that are coming up to get a candidate excited about that particular one. That's exactly what this does. It gets candidates interested. When they start reading it, they are like oh, well, this is what they are doing. They are interested in housing, in climate change, they are interested in these types of issues. The biggest problem that we always have, well, the biggest problem we had with this project is there were so many comments about all of the things, and got into specifics and how do we make it general enough that the candidates will understand. Now, one of the things that happens with the candidates is once they apply we talk to them and tell them some of the details of things that are not in the profile because we had so many conversations, we can give them examples. Someone mentioned the paper process in payroll, doing the payroll. That would be a great example to say that's why they need someone to look at best practices because it is not doing that. People told me about things that I can tell candidates. There is just a limited amount of pages you can put these things together because people will not read them.

Vice Mayor Alanna Mallon

Thank you Ms. Frank. Councillor McGovern, did that answer your question? Do you have further questions?

Councillor McGovern

I am fine, thank you.

Vice Mayor Alanna Mallon

Okay we will move on to Councillor Toner.

Councillor Toner

Back to the list of opportunities and challenges and what we need for the next city manager. Forgive me if it is in there. I know everybody around the world has been dealing with it, but one of the challenges is reentering the world post Covid-19. And especially I wanted to highlight, I know we have a bullet that promotes small and diverse businesses for economic stability, but I want to maybe beef that up and talk about helping our smallest businesses to our largest businesses recover and return not to normal, whatever the right word is at this point, and recover from this covid-19 experience to help create a vibrant and growing economy. Something of that nature. And, I think people, if they don't know, they will deal with everyone from the local bodega to Microsoft and Google. That is the expanse of who they are dealing with.

Vice Mayor Alanna Mallon

Thank you Councillor Toner, I think that's a good call out. I think, you know one of the things we are trying to portray with this document is people have an idea of what Cambridge is: it is Kendall square and Harvard, if you're not from here. And I think calling out the fact that we have this biotech life-sciences corridor, but we also have our local bodegas, and our small retail centers that are suffering, and our restaurants so I think beefing up that language is certainly appropriate. Thank you for bringing that forward. Are you yielding the floor, or do you have additional comments Councillor Toner? Does anyone have any comments or callouts? Councillor Carlone or Councillor Nolan?

Councillor Marc McGovern

Madame chair? Are we still talking about the edits, or can we ask about how and where this will be shared and what the outreach is going to look like?

Vice Mayor Alanna Mallon

Great question. We're just talking about edits right now. And then we will go to public comment to hear from the community around their edits and suggestions and then we certainly in this meeting like I said, we have a lot to do, we should talk about, Ms. Frank can talk about the list of where we will post and how the next phase of their recruitment process will be happening, so if you want to hold your questions until the end, I'm hoping to get to those soon. Is that okay?

Councillor Marc McGovern

Yes, yes.

Councillor Patricia Nolan

Chair Mallon?

Vice Mayor Alanna Mallon

I see Councillor Simmons had her hand up first, and then Councillor Nolan. Councillor Simmons you have the floor.

Councillor E. Denise Simmons

I am interested in knowing – the document I have, you can't edit it in any way, it looks like it's done. I want people to understand that this is not done. It is just presented in a professional manner so we can get a sense of the presentation. A group that I've been working with, the piece around “possesses a track record of addressing diversity in an aggressive manner,” it doesn't quite get at what I think we want to do, and I don't know, as long as there's a day or two to maybe come back and offer different language, we would appreciate that. But I don't know what your timeline is. I would say this thing around – I'm not on opportunities and challenges, I am looking at the City Manager notice or whatever you call it – I apologize, I was having trouble getting on, so I was not able to hear the earlier part of the discussion. And I apologize I have to read it separate from how it's on the screen, because it is too small for me to see. My bigger question is: if we read this over a couple more times, and come up with things we want to consider “wordsmithing,” to use a creative word, how do we get that to Ms. Frank? Do we forward it to Ms. Frank? What is the process?

Vice Mayor Alanna Mallon

Great question, thank you for that Councillor Simmons. You should have received not just a document that we are looking at, but a text only version which you can wordsmith and play with and send us edits and documents both to myself and to Ms. Frank.

Councillor E. Denise Simmons

What I have may not be what you are talking about, and that's okay, I don't want to slow down this process. Just along there is a way to get in there and insert or make modifications and to add ideas. I yield.

Vice Mayor Alanna Mallon

Thank you Councilor Simmons. Just to answer your second question which was what the next piece of the process is, and I know you had trouble getting on, I mentioned in the beginning, you should have gotten this morning, a notification from the Clerk that we will have a committee meeting next Wednesday to approve the final draft. We have now until next Wednesday to do the wordsmithing and the editing.

Councillor E. Denise Simmons

Thank you very much. I yield.

Vice Mayor Alanna Mallon

Anyone else on any edits at this point, knowing that we will have this additional week where we can provide edits to myself and Randi?

Councillor Patricia Nolan

Chair Mallon?

Vice Mayor Alanna Mallon

Oh sorry I forgot about you Councillor Nolan. Please go ahead.

Councillor Patricia Nolan

I had one more, which I think, I think under "Opportunities and Challenges," the opportunities are truly phenomenal and maybe pumping it up a little bit or under "Budget." Our budget is really a budget that most cities dream of. Our opportunities are really something that folks in other places cannot believe what we offer. I remember when I was on School Committee we talked about looking at best practices on youth centers, and well we can't, because no one else has youth centers across their city. And again, I don't have any wording for this now, but as I go through this, I thought the very beginning about "Our Community" or under "Budget" or under "Opportunities and Challenges," to talk about the unbelievable city we are. Yes, there are other incredibly wonderful cities out there. But the excitement we feel that comes with not just our budget but the intellectual capital of the City, the dedication of people across the city that throw themselves into something. I think to Ms. Frank's point about someone reading this, and getting them excited, we can do more about providing that level of excitement and truly stunning opportunity that this is. I'm happy to work with you or try to put some words around that since I am suggesting it and have not provided any specific wording.

Vice Mayor Alanna Mallon

Thank you Councillor Nolan. That's a great call out really highlighting the opportunities that exist here. I think that was something we heard across focus groups, and I also want to say, one of the biggest resources in the city is our amazing employees. That's a huge opportunity. And then driving that home and pumping it up as you say, just making sure that it is really clear the tremendous resources we have in our employees, our residents, stakeholders, our free cash position, but yes, you and I, and Ms. Frank can work on some alternative language to make sure we are really portraying Cambridge as the opportunity that it is for the next city manager. So, I don't see any other hands. Councillor Carlone.

Councillor Dennis Carlone

On salaries and benefits, if I read this, and someone at my age or younger would look at this and say, "my goodness, they say up to 300,000+ and then there's a sentence, a higher starting salary will be considered depending on qualifications." I would take out the plus sign, it is a double statement. And let's face it, someone reading that is going to say "well say, 350,000 is in the range," and it might be for the perfect person. But, there is no need to do it twice. I would leave the sentence as it is, and just take out the + sign. Thank you.

Vice Mayor Alanna Mallon

I think that's a great call, I have that later on in the conversation. I pulled that sentence directly from the 2016 profile. We pulled it from that. Removing the plus is a great way to let people know what the salary range is and that depending on qualifications which is the DOQ above, that's a good way to handle that. We can talk about salary and benefits later in the conversation, but thank you for calling that out. I think it looks awkward anyway so I'm happy to take it out.

Councillor Dennis Carlone

Thank you.

Vice Mayor Alanna Mallon

Are you yielding the floor Councillor Carlone?

Councillor Dennis Carlone

Yes I yield.

Vice Mayor Alanna Mallon

Okay. At this point we should go to public comment. I am going to ask the Clerk to open public comment, and I can't see who is coming up, so, if you don't mind Mr. Clerk.

Anthony Wilson, City Clerk

The first public commenter is Lee Farris

Lee Farris

Can you hear me?

Vice Mayor Alanna Mallon

Yes we can hear.

Lee Farris

Great. Thank you to everyone for your work on this and all of the public process, I appreciate it a lot. I have not had a chance to fully review the documents, but, so I will expect to submit additional comments before the next week is up, and I appreciate having a full week to have input. So, first I want to hear a little bit more about what is the outreach going to be to all of the folks that have participated so far to let them know that this draft job description is available and how they can comment on it. And then, next, I want to share my thoughts. When I look at the “Opportunities and Challenges,” it’s making me wonder if I may not have written things that I thought were really obvious, but, to me, one of the biggest challenges facing Cambridge is development in general. And, I feel like the third paragraph about transportation and the last sentence in that about stakeholders in all the different communities, I feel like the current controversy around North Mass Ave and the bike lanes has way over promoted the transportation issue to a whole paragraph whereas when I look at more than a decade that the Cambridge Residents’ Alliance has been around, affordable housing which is number one there, has been a top issue, but the other top issue has been just development generally: how much should be commercial? How much should be residential? Where should they be? How big should they be? And this goes to Councillor Carlone's comments about, I would really like to see somebody who has experience at achieving balance in those areas, and as he said, in physical planning both short and long-term. I searched in the document for planning: it’s mentioned several places, but not at all in the sense of physical or dealing with development. So, I would like to see stuff about development inserted into the opportunities and challenges. And, I will try to write something along those lines. But from a quick scan of the document, I do not see it, and I think it's important to add. Thank you.

Vice Mayor Alanna Mallon

Thank you Lee. Next up is Valerie Bonds.

Valerie Bonds

Thank you for this opportunity, and thank you to all present. I too was unable to see the present document that Vice Mayor Alanna presented and I'm hoping there will be a place where the residents can get a view of this recent document. Unfortunately, I went to search for information regarding the City Manager: the search, the qualifications etc., and I found a document that I thought was relevant, and it was from 2016. One of my concerns when I listen to the public comments in the meetings I've attended, is do our residents really know what the requirements for the City Manager's job position are? And just looking at the 2016, which I soon hope to get an update for today, there are several requirements that are necessary in order to have this job. One of them I saw said this person needed to have at least 10 years of experience. Given the reputation of Cambridge as being the Little Republic of Cambridge, I still think it's important that somebody who fulfills this position has some type of relationship, connection, with our community, with our culture, and with our history. I am aware that people are concerned with the good old boy network, and what that has produced over the last 50 years, but there are young, middle-aged and younger adults who I feel could fulfill this position, but at the same time, I think it is important when asking residents to make comments regarding the City Manager’s role in the search for the City Manager that we be given sufficient update information, not only as to the expertise that is City Manager must have, but also the qualifications, experience, education, certainly, an ethical and moral standard

would be helpful. But I believe that is necessary for all of our public servants. And at the same time, it is time to start looking in the direction of a woman.

Whether this woman is a person of color or not is not necessarily my most important aspect but, certainly, we need to share the role of leadership, power and authority with women. And given that this is the month to celebrate Women's history, wouldn't this be another historical event to add to the wonderful contributions that our community has made as best practices not only to our neighboring metropolitan areas, but also throughout our country. Thank you very much.

Vice Mayor Alanna Mallon

Thank you Valerie. Next up is Heather Hoffman. Heather you have the floor.

Anthony Wilson, City Clerk

Heather you should be unmuted. Please go ahead.

Heather Hoffman

Yes. Heather Hoffman, 213 Hurley Street. Hoping there isn't a fire as the fire engine stops in front of my house. First off, I would like to express my condolences to the City Clerk and the people who have been trying to deal with the technology problems that Ms. Bonds suffered from because she could not find the materials, and so many other people did and I want to thank Mr. Wilson for being nice to me because I was really angry in the emails I sent to him about trying to find it. And, I would like to thank Ms. Bonds and Ms. Farris for their really good comments. What I think we need and did not see in a very quick look through the brochure was that we need a city manager who is good at having hard conversations. This city manager, I've had tons of problems, and that is no secret. But one of the things that he has done that I cannot praise enough is be pretty honest about fiscal policy. What we need is someone who will be very honest about the trade-offs that we make. Because we can't have everything.

And i am not talking about choosing to spend here rather than there, but more a matter of whether we can have all of the things we want because we can't. It's not that we can't afford them, it's getting one negates the other. Having all of this development pushes up prices. And we are refusing to deal with that. And, I would like to read a sentence from a comment that a Somerville resident made on the subject matter of one of the late resolutions from Monday night having to do with the Eversource and the Green Line Extension. "Cambridge citizens have sacrificed their quality of life for regional economic growth." That is really true. We need to face that and figure out how to deal with it, and I hope we can. Thank you.

Vice Mayor Alanna Mallon

Thank you Heather, next up is Michael Brandon.

Michael Brandon

Thank you. This is Michael Brandon 2077 Pines Avenue. Thanks for the chance to weigh in. I think what I would like to do is quickly read through a written communication that I had sent to the commission because it would inform a couple of comments that I have based on today's presentation. I think I sent this last week. "Councillors, before it's too late, I would like to repeat three comments that I made months ago at the Government Operations Committee meeting regarding the City Manager search process. One, the Council's initial employment agreement with the incumbent City Manager, which was extended and included a lucrative signing bonus in September 2020, provided that 'The City Council

should review and evaluate the performance of the City Manager at meeting scheduled by the Government Operations Rules and Claims committee of the City Council. Said review, and an evaluation should be due in accordance with chapter 38 section 18 through 25, the Open Meeting Law”” During the chaotic postman that extension of that original contract, which added a lucrative signing bonus, in September 2020,”

Vice Mayor Alanna Mallon

Mr. Brandon, I am going to interrupt you. We have your communication, you need to base your comments and what's happening at this meeting today which is around leadership profile draft, the timeline, or any relations related to the city manager search not previous or past contract extensions. If there are comments based on today's meeting and the call of the meeting, please state them, but if not, I will have to ask you to move on.

Michael Brandon

Well, if you hold on a second, I will go to the comments I would make about today's presentation. I'm sorry I'm having trouble pulling those up. can you come back to me?

Vice Mayor Alanna Mallon

We can come back to you. You have 40 seconds, but we can come back to you.

Michael Brandon

Thank you.

Vice Mayor Alanna Mallon

Mr. Clerk is there anyone after that?

Anthony Wilson, City Clerk

Mr. Brandon was the last speaker.

Vice Mayor Alanna Mallon

Mr. Brandon if you can find them quickly, we are happy to hear them now. If not, we are happy to receive them in email form as well.

Michael Brandon

I'm sorry, perhaps you can just keep public comment open until later, I gather there will be more discussion.

Vice Mayor Alanna Mallon

There will be more discussion, however, we are not returning to public comment, we will close public comment after you are the last speaker. But like I said, we are happy to receive your email comments. Unfortunately, I think we need to move on.

Michael Brandon

Okay, I guess I will put them in writing and try to attend next week's meeting which I hope you will post the document, the revised draft when it is sent.

Vice Mayor Alanna Mallon

We certainly will. Thank you. Mr. Clerk or members of the community I'll entertain a motion to close public comment at this time.

Councillor E. Denise Simmons

Move to close public comment.

Anthony Wilson, City Clerk

On that motion

Councillor Dennis Carlone

Yes.

Councillor Patricia Nolan

Yes.

Councillor Simmons

Yes

Councillor Paul Toner

Yes

Vice Mayor Alanna Mallon

Yes

Anthony Wilson, City Clerk

Motion passes 5 for and zero against.

Vice Mayor Alanna Mallon

The next conversation...the next item on the agenda is for us to hear from Ms. Frank and her team around once we approve this final leadership profile where we will be posting it. So, I will have her take the floor at this time to talk about where we will be posting this job posting and also any other recruitment efforts that we will be undertaking.

Randi Frank

Okay. Did the committee get my list?

Vice Mayor Alanna Mallon

Yes.

Randi Frank

As you can see, the first group is ICMA, the International City Managers Association and the National Association of County Administrators. There are a lot of County Administrators in other places where they have real County government that are doing exactly what a city manager does. We have the National Forum of Black Public Ministers, Local Government Hispanic Network, League of Women in Government, also known as Women Leading Government, there's a lot of chapters around. We have the Engaging Local Government Leaders and Civic Pride, which is the LGBTQIA community. The American Society of Public Administrators – it is municipal, state, and federal public service people. So, we said we wanted to get out to public service. The National Black MBA Association has a site where we can put stuff on. Careers in Government has a diversity boost that we use that goes out to the world. The Massachusetts Municipal Association also has one that goes out to the towns. A lot of New England managers read that one. And, those are the places we are advertising, and then we will do outreach to all of those groups that are listed above for advertising because they have chapters all over the country. So, we will be sending notes, because not everybody is necessarily looking for a job, but if they get an email that tells them about something, then they are like oh well, this is interesting. That's the reason we send a lot of emails. We will also look at the Women's Leaders in Government, they are mostly legislative and administrative members, but they have emails on their website and ask if they have a way to get information out to their group. Representwomen.org is again mostly elected officials, but we can email some of the people there, and contact them. Center for Women in Politics. There is a UMass and a Rutgers, New Jersey group that has that. There are a lot of people running for reelection. As I said, there are chapters in every state. The International Network of Asian Public Administrators is a part of the ICMA, so is the National Black Forum and the Hispanic Network and the League of Women, they are all attached to ICMA, but they all have organizations and their own chapters. The Massachusetts Black Lawyers Association, we have them to look at. And we were asked to contact the Black Ministerial Alliance in Greater Boston for them to do outreach for us. The national Black MBA Association has a contact in the Boston area. Blacks in Government, Boston chapter. They only have an address and no website, so we will mail them a profile. The Association of Hispanic MBA, another group, elected officials of Latinos. Association of Latino Professionals for America. Cambridge Black Pastors Alliance. Again, they are only on Facebook, but we will contact them. There is a chapter in Boston for the League of Women in Government, and we would contact the Harvard Kennedy School of Executive Management. They have a wonderful program for people all over the country. And the University of Virginia does a similar kind of program. And Richard Brown is an alumni of there, so he will have the right contacts for us for that. Those are just a handful that we found right away, but as we send out emails to different people, we will ask them, do they have a suggestion, and we will send out more emails to those suggestions.

Vice Mayor Alanna Mallon

Thank you Ms. Frank. And, I think as a follow-up question, in terms of your rolodex, let's say, of folks, that I know you deal with all of the time, can you talk a little bit about outreach efforts be on the organizations that you approach or advertise this with, how that outreach will work?

Randi Frank

Every time Bob sends out, you know, Bob Slavin does recruitment, he has a list of candidates who have told them they are interested in different things. He has a list of candidates he will look at. When I've asked Richard Brown to do outreach to ICMA members that may not be interested in the job, but that will

know people who are interested in the job they give us names. I do not have any candidates for city manager that I have done in recent time that have been in a big enough city that match Cambridge that are in my rolodex, as you say. And, we try not to use the rolodex, because our objective is to look for people that meet your qualifications. So, that's why we go out to all these groups and say, look at this organization, here's Cambridge, here's all the excitement of what's going on. Do you know anyone who would be interested? And, we will also look at, and we will contact cities we feel are comparable to you and find members that are working there now and see if we can get some interest.

Vice Mayor Alanna Mallon

Okay thank you for that clarification. At this point I will turn it over to my committee members and colleagues to see if they have questions, or if they have additional organizations for Randi and her team to reach out or any questions you might have about the outreach process in general. I am not seeing any hands up on the zoom. Councillor Carlone or Councillor Nolan?

Councillor Patricia Nolan

Thank you. I'm curious to know if we received from many networks whether people are starting to become aware of this, and if it is usual at this point in time to have had folks expressed some interest?

Randi Frank

I have had two conversations with people that knew about your position coming up and, I told them that I would send them a profile as soon as it's done.

Councillor Nolan.

Thank you, and is that usual for this order of magnitude, we of course think it's the best city manager job in the country, if not the world.

Randi Frank

Yes. I agree, it's an exciting position, but people who know that your manager is retiring are constantly watching your website. So, they know that you hired us, so they may call us, but they will wait for the profile. They want to see all of the work we've done on the outreach and all the things we are highlighting as the most important before they contact me. Yes, it is unusual to get calls in advance.

Councillor Nolan

That was my question.

Councillor Dennis Carlone

Madam Chair, this is Councillor Carlone.

Vice Mayor Alanna Mallon

I recognize your voice.

Councillor Dennis Carlone

Thank you, even with a mask on. Ms. Frank and I, when we spoke with her team, it was mentioned that if we know of people who work with a number of managers, she would like the name of those people who

have talked to us individually about, as an inside awareness of good people in this state or region, so I know we alluded to that, but if we know people in other cities or states, who are in government, it is good for us to reach out to them, and it is just another way to get to good potential candidates. So, it's not the candidate themselves, it could be a lawyer who works with different towns and cities who might make a recommendation. So, that is just another source that the council might know of and could reach out to, and then send it to Ms. Frank. Thank you.

Vice Mayor Alanna Mallon

Thank you Councillor Carlone. I think we mentioned this in other Government Operations meetings, that this will be a team effort. We will need all nine city counselors to be really involved and engaged in reaching out to anybody and everybody and making sure people know that the job is available, where you find the description, and where to apply. I am looking at all of you. We need your help over the next four months. I saw Mayor Siddiqui's hand up. Madame Mayor.

Mayor Sumbul Siddiqui

I may have missed this in the first half, but I was thinking about since there is Harvard Kennedy School, and also the Business School, and MIT Sloane, and they have a lot of, they have a huge network, and a lot of job boards, so I think I would add the business community as well. Especially, some at MIT Sloane, many have a public service interest. A lot of alumni have had a variety of careers. So, that's all I want to add. Thank you.

Vice Mayor Alanna Mallon

Thank you Madame Mayor.

Councillor Patricia Nolan

Madame Chair?

Vice Mayor Alanna Mallon

Yes, Councillor Nolan.

Councillor Patricia Nolan

I had said I was done, but the Mayor sparked me, how could I forget that the Yale University School of Management, of which I am an alum, is a management school and not a business school, and has a network of stellar alums in the nonprofit and public sector as well as the public sector. So, I am happy to reach out, and I will connect Ms. Frank so we can make sure to include them in this outreach.

Vice Mayor Alanna Mallon

Great. I see Councillor Toner and then Councillor Simmons.

Councillor Paul Toner

I don't have the list in front of me, is the Bloomberg Program at Harvard – I don't know if that was on the list under urban leadership or whatever the exact title is called.

Vice Mayor Alanna Mallon

Councillor Toner I am sharing my screen, do you see it?

Councillor Paul Toner

I don't see it.

Vice Mayor Alanna Mallon

That is so strange. I see it on the chamber. I don't think the Bloomberg, what you just mentioned is on there, so we will add that as well.

Councillor Paul Toner

Thank you.

Vice Mayor Alanna Mallon

Are you yielding the floor? Thank you. Councillor Simmons, you have the floor.

Councillor E. Denise Simmons

Two questions around the outreach, for Ms. Frank. There two people did not have contact numbers for, but you have facebook contacts. Let's talk off-line, and I will give you the numbers. The second thing I wanted to mention as we are looking for candidates: we had a long list of organizations that were specific to culture and ethnic groups, but one thing I did not see, I think there was at least three, HBCUs that have extraordinary programs: Howard, Spelman, Jackson State. I have contacts with a few of those. I think if we are looking to broaden that group, in terms of ethnic groups, broaden our reach, I would certainly put them on the list because oftentimes people have graduated from those schools, gone on to do extraordinary work, but stay in contact with the university for the networking possibilities.

And then you said you were going to contact, I would like to see, you don't have to tell us now, so what I'm looking for is the differential before here is the preliminary outreach effort, here are contacted groups of places we will go. But, I was just curious about how the outreach, because outreach is different, do you have a contact you can follow up with, that kind of a thing. And that is just about it with outreach. And I wanted to go back to something in the early part of the document to the city manager. I didn't see anything that spoke to the challenges of creating a diverse workforce, and how we would include not only low income but middle income people into local government. Although the City Council has a larger role in the appointments of Boards and Commissions, it will rest with the City Manager. It will be interesting to see if they have that place somewhere in the document that speaks to that. So, one is around outreach, now that we know who, I'm interested in knowing the how in terms of outreach, and then in terms of the introduction, laying the case of why you want to come to work for the City of Cambridge, I think there should be more around the diversity of the workforce. The last thing I don't remember seeing, but I will read it again, is I would really like to see someone who looks at accountability, productivity, and support to the staff, and I don't know how we say that, and I would like to hear from Ms. Frank and your associates, but I did not see it. We got this and I read it as soon as possible. Maybe it just needs to be massaged a little or inserted. Thank you, I yield the floor.

Vice Mayor Alanna Mallon

Thank you Councillor Simmons, I think that is why we are meeting a week from now. So there would be enough time for the councillors certainly, and for the public to weigh in on the leadership profile making

sure it's exactly what we want before it is posted. And to your earlier point on outreach versus, contact, for next week's meeting, maybe Ms. Frank and her team could put together an actual outline of these other places we will contact. If this is an advertisement, we can follow up with this person, and add all of the things we added to your list today. And to make sure that you are clear, and we are all clear next Wednesday where this is going to be advertised, and whether personal contact will come into. Ms. Frank, I want to make sure you are clear on what we're expecting for next Wednesday.

Randi Frank

Right. I will add those groups if Councilwoman Simmons has some contacts on the list that she knows how to get a hold of someone other than the fact that they have a facebook page, that would be wonderful. Also with the HBCUs, it would be great to have specific names, and as Councillor Nolan said, the Yale University School of Management, if there is a personal contact to make it easy for us. We do emails, telephone calls, but not everybody responds. We try our best to let them know, and we share all the information with them. But, we have a limited amount of time. Especially, if the resumes start to come in. But, we have other team members that we will put on the job to find contacts and names and emails so we can let them know about these things, and my list shows advertising versus outreach which means contacting them.

Vice Mayor Alanna Mallon

Thank you. Okay, so, I see Councillor Toner.

Councillor Paul Toner

I want to give you the correct name. It is the Bloomberg Harvard City Leadership Initiative.

Vice Mayor Alanna Mallon

Thank you. We will write that down and add it to the list. Councillors McGovern or Zondervan, I want to make sure we get to you if you're interested in making suggestions. Neither of you? Just raise your hand in the zoom if you have questions. We are happy to call on you. One question I had for you Ms. Frank was over that time of the community engagement, we heard a lot from a lot of residents who want us to look for nontraditional candidates. Cambridge, we have a billion-dollar budget, with capital projects, 1300 full-time employees, it is certainly like running a medium to large organization.

and, we should be looking outside the traditional municipal leadership when looking for a new candidate whether that is the head of a public hospital or somebody who runs a large nonprofit, or in the university system. First of all, when you do other searches, is the community asking for nontraditional candidates, or are they just saying, we want somebody with town administrator or city management experience? And that is the roadmap that you use or have you used or been asked to look for nontraditional leadership in other city manager searches, and if so, what does that search look like?

It feels like when I look at this list of outreach, it's very municipal-based and elected official based, with the exception of the HBCUs, the Yale, and the Harvard, and the Bloomberg, they are very specific to municipal administrators. I'm curious if you could just tell us are you asked to do nontraditional candidate searches? And if so, what does that look like?

Randi Frank

We don't get that too often. What they usually say to us from other communities is we are willing to look at anyone who is an executive. Others will say that we can't have anyone who has not had municipal experience because we don't have a large enough staff for them to learn everything. They will have to know it when they walk in the door. So, that's what we hear from other places. A lot of times people will see the advertisement in all these different places, we have some MBA associations, we have a lawyers association, those people know people. The more emails you get out, the more they send it to their friends. "Oh you might be interested in this." Sending out, and I have done thousands of emails for searches, so if you have, I can look into the hospital associations. And then nonprofit associations, executives of nonprofits, executives of hospital organizations, and send to them too.

Vice Mayor Alanna Mallon

Thank you. The leadership profile is written to attract both municipal leaders and nontraditional candidates. But, I think if you are a very nontraditional candidate, you may have never thought about a city management position. So, I think attracting and recruiting that type of nontraditional candidate who may have not thought of being in a municipal position but might be attracted to Cambridge for all the reasons we talked about before, the challenges and opportunities, the excellent opportunity to walk in the door with a really amazing workplace staff and employees, and the revenue to back you up, so I guess that is one kind of piece where I am a little concerned that we might not be doing the amount of outreach to nontraditional candidates that we have heard about in our community engagement over the last 4 to 6 weeks. People really are saying, we don't want a person coming from a town to a city or smaller city to a bigger city necessarily. We would certainly like candidates from all spectrums, but we wouldn't mind if there's a bank executive, I'm just throwing things out there. I was just using these as an example. I guess that is something to think about especially over the next couple of weeks as we think about how we are going to do these outreach efforts and recruitment, and how to attract those nontraditional candidates and really like, put that work in. So, that is something for us to think about. That is something that has been on my mind especially listening to the 70 hours of focus groups and reading through 4000 comments on coUrbanize. Randi, go ahead.

Randi Frank

What I would ask you to do on your website, the city manager website, maybe once we have the profile, so that they can click on it, is "dear citizens, if you know anyone traditional or nontraditional candidate, that is a great executive, tell them about this job or have them call Randi." I mean you have so many people that are watching you guys, you have so many people that are connected to you. you put that out there, I will take any call.

Vice Mayor Alanna Mallon

And we appreciate that, I guess I am wondering around the passive versus the aggressive.

Randi Frank

There are associations of executive editors that I can find. I will look for those, and again, I will ask Richard to see if he has a list of those that are not local government because there is an association of housing executives. There is an association of school business managers, there is an association of everything. So, you know, we don't see a lot of people applying from those places. Those that are

interested in local government and have been executives will note to look at ICMA, so even if they are nontraditional, they know how to find city manager jobs if that's an interest of theirs.

Vice Mayor Alanna Mallon

Okay, thank you. I think you just mentioned a couple organizations, so if you and Richard want to have a think between now and Wednesday about nontraditional candidates and what that might look at, the outreach, that might be helpful.

Councillor Patricia Nolan

Thank you, I wanted to echo what you said. And thank you very much for reminding us of that. I don't know the full list, while it is true, it may have more of a challenge of having those candidates be aware of it. Certainly university administrators, if you're provost of a large university, you probably have just as much oversight and responsibility, maybe not on the academic side, but certainly operations, as any department head in many cities. We have it in our own city as well and given we have a city where relationships with universities will be critical to the success, we have three major universities here, that's an example of the kind of thing that we should be reaching out to. There's a whole wealth of university administrators across the country, and I will put on my thinking cap too. There are certainly nonprofit organizations that are national in scope that have both budget and complexity of dealing with issues, going from the national red cross or a whole host of other organizations of nonprofit leaders are also ones that would have deep, deep experience working in addressing many issues that we face as a city. I want to echo and highlight and uplift what you said and send a message through you into our search consultants that it is that kind of organization that we would be better to reach out to them, because I'm certainly already talking to people, but to have residents reaching out, that is one leg of the stool. We really do need to get the word out for others.

Vice Mayor Alanna Mallon

Councillor Simmons, did you have your hand up? Okay. Does anyone else have any questions on the recruitment and outreach at this point? Okay. So, I think like you said Randi, you and your team, if you could put together a document for us to look at next Wednesday, that would be helpful taking comments you heard today but and make sure it's all in one place, I think next, I would love to go to just to quickly review the timeline and where we are. Can everybody see that? Just the greatest hits of the last six weeks. We are in the first phase, which was mid-January to mid-February where we conducted staff interviews, focus groups, community engagement, the town halls. Where we are right now is step six. Step six and step seven, the leadership profile which we discussed the draft today. That is in progress. Then that second piece, that step seven which is the stakeholder engagement report, which were some of the reports I mentioned at the beginning, the employee town hall and survey, and the Cortico focus group conversations. Phase 2. It's going to be fast. Position announced and posted, we have that starting next week, essentially. Because the draft, we are taking that extra time and week to go through this and make sure we are all happy with what we have, that will be posted. We will be one week behind at this point. I think it's really important for us to take that time and make sure what we have being posted and out there in the world in terms of what we're looking for in the next City Manager is right, and that the City Council and public have an opportunity to weigh in. I just wanted to check with colleagues right now just to make sure that we are all okay at this point with a one-week delay. Where we are, I will skip to the end. So the City Council interviews, the phase 6 right now, is the last phase is the end of May, or the third

week of May which will be pushed out for one week until the end of May. Currently, we have the City Manager is not retiring until July 5. There is a little time in there, but I want to make everyone aware of the time I changed just for this one week. I don't know if committee members, or anyone on the call has any questions or concerns about that, or any other callouts in terms of the timeline. I don't see any hands, but I don't see Councillor Carlone or Councillor Nolan but do any of you have thoughts or comments.

Councillor Nolan

The comment is, fantastic, can't wait to see it and Councillor Carlone is nodding in agreement.

Vice Mayor Alanna Mallon

I will stop sharing my screen here. And, the next thing on the agenda that I wanted to talk about was and then Councillor Carlone hit on it as we went through the leadership profile is around the salary range conversation. This is something that we have talked about sort of, somewhat, as we've been talking about a City Manager, we took the salary range from the 2016 leadership profile which is \$250,000 – 300,000, we will remove the plus, that says depending on qualifications, the salary could be higher. I want to make sure people are feeling comfortable as a salary requirement, it's an important and critical piece of the leadership profile and recruitment piece. I want to give everybody an opportunity to weigh in at this point if there are questions or concerns or comments.

Councillor Patricia Nolan

I think it's totally appropriate, from what I remember from a year ago when I scanned city managers across the country with similar size cities and challenges, this was higher than many of them. We are on the upper end of the scale. We may not be the highest but we are on the upper end, so I think it's an appropriate salary range these days, as we know it's higher than the governor of the Commonwealth of Massachusetts. And the Mayor of Boston. So it is among the highest in the country. So I think that's Where we should be.

Vice Mayor Alanna Mallon

Okay great, thank you for that. Anyone else? I am not seeing any hands up. We will leave it at that and remove the +, like Councillor Carlone suggested earlier. And we will move on to the next and last item. Which is the conversation around the Initial Screening Committee. I know there has been a lot of conversation and questions about this out in the community. I feel like every day I get an email from somebody who says, "How can I be on the initial screening committee to search for the next City Manager.?" I want to stress that we cannot post or recruit or have people self-nominate until that leadership profile is posted because the leadership profile date posting as you saw on the timeline determines when the interview and Screening Committee happens. And we want to ensure those dates are included in a self-nomination paper. If Quinton Zondervan wants to be on the committee but can't do it May 1 and 2nd because he's out of town, then he can't self-nominate. So when people self-nominate, they need to know which days they will need to be there. It is three full days. One day with Randi and her team, just reviewing all the best candidates and picking out the best ones they will interview. And then those two, will be next week, where they have interviews with other people and candidates that they think would satisfy our needs. We can't do anything with the Initial Screening Committee doing that recruitment process until the leadership profile posts. I know there are many people excited about the opportunity, and we will keep you abreast to those details, but as I mentioned, we can't post now. But, I

did want to run through and I see some hands up. I want to run through the Initial Screening Committee and remind us all where we were in January and also in August and where the screening committee composition will look like. So what we have discussed is four City Council members, three resident representatives have demonstrated support of community needs, business-related representative who demonstrate a partnership expense representative from the Cambridge School Committee, an affordable housing advocate, a nonprofit community representative, I had those in twice. My fault. A representative with knowledge of city planning and development, experience and urban design transportation issues preferred. Public safety representative, a person demonstrating knowledge of municipal finance. Health and human services. Higher education institutional partner. Public art or recreation representative, and a representative who advocates for the quality of the civic and social well-being. I think what we did not talk about in the past was we need to make sure that that say a higher education or institutional partner does not self-nominate, what happens in that case? And in that case, let me back up. We announced on Monday night, the Mayor announced, that there will be an ad hoc screening committee. I will be right back. Mr. Clerk can we recess for two minutes?

Anthony Wilson, City Clerk

Yes. Quick motion to recess. Five minutes. Councillor Carlone.

Councillor Dennis Carlone

Yes.

Anthony Wilson, City Clerk

Councillor Nolan.

Councillor Patricia Nolan

Yes.

Anthony Wilson, City Clerk

Yes. We will recess for five minutes.

Anthony Wilson, City Clerk

Would you like to call the meeting to order. We need to take a roll call.

Vice Mayor Alanna Mallon

We can do that or wait for two minutes. Let's wait the two minutes so people can come back from whence they came.

Anthony Wilson, City Clerk

Would you like to do a roll call?

Vice Mayor Alanna Mallon

Yes please.

Anthony Wilson, City Clerk

Returning from recess. Instead of a vote it's a vocal to see who is present. Councillor Carlone? Councillor Nolan? Councillor Toner? Councillor Simmons? There are five members present.

Vice Mayor Alanna Mallon

Many apologies. My daughter locked herself out of the house and was ringing the doorbell furiously. I appreciate everyone taking a few minutes as a recess so I could take care of that. So, as I was saying, the Mayor on Monday night announced there will be an ad hoc committee that will decide the Initial Screening Committee. That ad hoc committee is comprised of Councillors Toner, Councillor Zondervan and Councillor Azeem. Those four Councillors will, from the folks who self-nominate will determine who's on the initial screening committee based on these buckets that we have decided on. the screening committee composition. Where we want to allow some flexibility and make sure that I think I was saying Councillor Zondervan want to join the committee or somebody from health and human services at public health representative, no one self nominated there, so there's a spot that's open, and it's another really great candidate for being on the initial screening, we want to make sure that ad hoc committee had the flexibility to put people where there's an opening. I think what I want to do today is make sure that that was appropriate for the committee. That that was something we thought we could say to the ad hoc committee, please use this as the roadmap and blueprint, however, if you do not have folks that self-nominate into a certain category and there are openings and great candidates that self-nominated that don't necessarily fit one or these other categories, please feel free to slot them in. At this point, I think, I will move to the floor and call on some committee members just for questions and clarifications and comments. I will go to Councillor Toner first because he's on the committee.

Councillor Paul Toner

Thank you very much Madame Vice Mayor. Just a couple of quick ones. Number one, under resident representatives, we have three. And then in parentheses it says those who demonstrated advocacy in support of community needs. After I'm done it would be great to hear from folks about what they think that means so as we do the selection, and then the very last one, we have one representative who advocates for the quality of our community civic and social well-being, again, that is kind of broad, I would like to get clarity going forward. And finally, if we have people who for instance, they're the MIT representative and they live in Cambridge, is that a twofer or do they get to be in both categories, as we're trying to squeeze the most representation in? Those are questions I have for other councillors as we get ready for and I yield.

Vice Mayor Alanna Mallon

When I've done this in the past, you don't get a twofer, but you try to select somebody who fits two or three things. Especially, residents. If there's a university relations person that is a resident, that would be great. You don't get two out of it. When I've done this in the past, especially for the Cambridge superintendent search, we really make sure that almost every person in these buckets was a Cambridge resident, and/or had kids in the schools so they represented a couple of different areas whether it was for their work, their kids, and also where they live. I actually think Councillor Simmons may be a good person to answer the question around resident representatives and demonstrated advocacy and especially the last piece the representative who advocates for equality of community civic and social well-being. I know she was instrumental in putting together this list and when I asked her about this list before it was

very carefully considered and put together. I don't know if Councillor Simmons is on right now, and would be willing to answer that question. But, I would go to her.

Councillor E. Denise Simmons

I am here. Please restate the question. My internet is a little sketchy. It is going in and out, I apologize.

Councillor Paul Toner

Just on the list of representatives, when it says resident representatives, in parentheses it says “has demonstrated advocacy and support community needs.” I want to get a sense of what is meant by that. And the last one is, “one person, a representative who advocates for the quality of our community civic and social well-being,” again, just some clarity on what we think we mean by that so when we are looking, I know what I'm talking about.

Councillor E. Denise Simmons

For me, when thinking about that in particular, there are those people, and that's where this becomes instrumental, they are unsung heroes. You don't always see them, but they're the ones who get people out. One person that comes to mind is Jackie Adams, she lives in Newtowne Court, she has her finger on the pulse of what's going on there, but a lot of you may not know her. She is tuned into the quality of life in the Port. To which she does, that's what I mean, someone that gets it. Someone that can get their hands dirty and pay attention. But, it also speaks to, and this is important to us, there are people who are self-aware, and are proactive. They come to every meeting, they are very engaged. There are people that care as much about the city, but they are reactive and if we don't ask or encourage them, they won't come, but they know what we need to have done. They know what's going on in their neighborhood. They know what's going on in a particular group. That's what that means. So when I think about that, when I propose that, I am thinking about those kinds of people, and they will not come to mind regularly when you look at the list of people who often attend. Does that help?

Vice Mayor Alanna Mallon

Councillor Toner?

Councillor Paul Toner

Yes, thank you.

Vice Mayor Alanna Mallon

Okay great. Thank you Councillor Simmons for jumping in, I appreciate it. I will go to Councillor Zondervan and Councillor McGovern.

Councillor Quinton Zondervan

Can you hear me okay.

Vice Mayor Alanna Mallon

Yes go ahead.

Councillor Quinton Zondervan

Thank you for the hearing and process. I really appreciate it. I want to ask a couple of questions specifically about how you are supposed to appoint the Screening Committee, and how strictly we are supposed to follow this template here. Because people have reached out to us and said, we understand the need to be housing advocate, but why not a climate advocate? So I'm a little bit unclear exactly how strictly we are supposed to follow this. And what the process will be for us to actually appoint people. Once they have self-nominated.

Vice Mayor Alanna Mallon

Thank you for that question, and I have certainly gotten that one too, like I said at the beginning, there is flexibility, certainly a public advocate does not apply or public safety representative does not apply, there are four actual resident spots that people would apply or be considered for. I think the ad hoc committee will get the list of self-nominations, I have high hopes there will be a tremendous need from the community to apply. When I have done this in the past it has not been as well attended as you might think. I think there is more energy around the search more so than I've seen in the past, but you might be surprised at the number of people that apply. There is some flexibility there were these buckets were decided on, but like I said, I want to make sure the ad hoc committee has flexibility if those pockets don't get filled in. That if there are great candidates, you should definitely, among the four of you, work this out, and at the end of the day, yourself, Councillor Toner, Councillor Azeem, and and Councillor McGovern, will screen candidates. I think you and I, the four of us could talk about exactly how the ad hoc will work. In terms of their meeting, the Solicitor has provided guidelines around what has to happen there. The Personnel director will be there, etc. I just want to quickly we have five more minutes left in this meeting, if there is an appetite to extend until 4:15 pm or 4:10 pm, I would entertain a motion. I know we have a meeting a little bit later. I think at 5:00 p.m., so we can't go on too long. As I said at the beginning of this meeting, there was a lot to cover. I would entertain a motion to extend the meeting until 4:10 or 4:15 pm if any colleague would be interested in making the motion.

Anthony Wilson, City Clerk

A motion to extend to 4:15 pm.

Councillor E. Denise Simmons

Just very quickly, I am not able to, so my vote no is not against the process, it's just that I can't stay because I have to do something between the short. I have at the time this meeting was supposed to end, so please take my no vote or not in opposition but I just can't do it.

Anthony Wilson, City Clerk

On a motion to extend the meeting for 10 minutes.

Councillor Dennis Carlone

Yes.

Councillor Patricia Nolan

Yes.

Councillor Simmons

No.

Councillor Toner

Yes.

Vice Mayor Alanna Mallon

Yes.

Anthony Wilson, City Clerk

Motion to extend the meeting passes four in favor and one opposed.

Vice Mayor Alanna Mallon

Councillor Zondervan, you still have the floor.

Councillor Quinton Zondervan

Thank you madam chair, that sounds fine. I'm sure we can work out those details. That is helpful guidance, and in terms of the number, I'm assuming a hard limit. So I'm expecting that there's no more than 19.

Vice Mayor Alanna Mallon

That is correct, and in the 2016 Initial Screening Committee was 15. This was put together last August at 19. 19 is a maximum. We have been told by search consultants to have 25 person screening committee is very unwieldy process.

Councillor Quinton Zondervan

Thank you so much.

Vice Mayor Alanna Mallon

Thank you Councillor Zondervan. I have Councillor McGovern and Councillor Nolan in the chamber.

Councillor Marc McGovern

I apologize, I can't stay for the extension. Have we given consideration to stipends or any other support for folks who can't take a whole day or three days off from work to participate?

Vice Mayor Alanna Mallon

That's a great question. And that is something that the Mayor and I have worked with the Law Department on and how we can provide a stipend for folks who might need to take three days off of work and might otherwise not be able to do this. That is something we are in the process of, but we want to get on the road to that conversation. Hopefully, next Wednesday we can provide further detail on that.

Councillor Marc McGovern

I'm not surprised you thought of that already. I appreciate your work on that and thank you for all of this, this has been an open, transparent, and inclusive process. I have to head out but thank you Madam Chair.

Vice Mayor Alanna Mallon

Thank you Councillor McGovern, that is something that Councillor Simmons was pushing and Mayor Siddiqui in the last term and I am happy to carry on with their work.

Councillor Patricia Nolan

I have a question and I understand we have reviewed this before, I'm talking about the list and composition of the Screening Committee. And it is a robust list. I am curious what it would take to ensure that there is someone who has deep knowledge and understanding and/or demonstrated experience related to the climate crisis. It is an overarching crisis that cannot be underestimated, its impact on all of our future and all the environmental justice issues we face, and literally significant changes in our operations. DPW and others have been working on this for a long time. It is not specifically called out, and I am wondering how to ensure that is representative on this committee.

Vice Mayor Alanna Mallon

Thank you Councillor Nolan, I thought that was something Councillor Zondervan alluded to as well, and that's where the representative's have demonstrated efficacy in support of the community needs, that is certainly in area and spot that 100% fit in there. Because that is something and we know who those folks are, who do the bulk of the climate work here as residents and hopefully they will self-nominate and be part of the screening committee.

Councillor Patricia Nolan

Thank you, and through you to Councillor Toner, I know Councillor Toner asked us for our understanding as a Council, how to define some of these characteristics, I'm not sure if he feels like, how it is that we might communicate that, should we write an email or should I send it to you? I would certainly define it in such a way, I'm not sure I can define on the spot. I want to recognize he did ask for that direction. I'm curious how to best communicate that.

Vice Mayor Alanna Mallon

Councillor Nolan, can you restate your question. I lost you.

Councillor Patricia Nolan

Councillor Toner asked in his comments, whether we could further define a couple characteristics we are looking at. And I know Councillor Simmons responded with her understanding, but I understood Councillor Toner was asking to the whole Council about how it is we might define, where is it, that is demonstrated advocacy in and supportive community needs. I mentioned certainly one community need which is paramount which you echoed as well. I am curious as to whether there needs to be further communication imported to give that information to the Screening Committee... the Ad Hoc committee who will be reviewing this.

Vice Mayor Alanna Mallon

What I will do, I will follow-up with Councillor Simmons, and just get a clarity, from the residents at the top, and then provide that to the Ad Hoc committee, does that satisfy?

Councillor Patricia Nolan

I know it would be important to get, to get all of us, how we would define that.

Vice Mayor Alanna Mallon

We can put it on the agenda for next Monday.

Councillor Patricia Nolan

Thank you. I yield.

Vice Mayor Alanna Mallon

Does anyone else have questions or concerns on the screening committee? I am not seeing any hands. Councillor Carlone, i can't see you.

Councillor Dennis Carlone

Thank you. Madame Chair, I have no other comments. Thank you for a very good meeting.

Vice Mayor Alanna Mallon

Okay, I see Randi, your hand is up.

Randi Frank

I want to know what time the meeting is on the ninth. I think that is next Wednesday, right?

Vice Mayor Alanna Mallon

Correct, that is from 1:00 p.m. to 3:00 p.m. We will certainly share the information. It will be important to have you here.

Randi Frank

Alright, we will be here.

Vice Mayor Alanna Mallon

I don't see any other hands up or any other comments, but I will look forward to seeing this Committee here next week, next Wednesday at 1:00 p.m. to continue this conversation and the work. If people want to get a draft edit and update to myself and Randi over the next week, I think that's the best way to go and then we can present a final draft next Wednesday for approval so we can post the leadership profile and get started on approving. The next phase will be the most exciting phase. So, I look forward to that, and I thank everyone for being here, and for your participation in this process, and with that, Mr. Clerk, also, I will take a motion to adjourn.

Anthony Wilson, City Clerk

On a motion to adjourn.

Councillor Dennis Carlone

Yes.

Councillor Patricia Nolan

Yes.

Councillor Simmons

(absent)

Councillor Toner

Yes.

Vice Mayor Alanna Mallon

Yes.

Anthony Wilson, City Clerk

Motion passes four in favor and one absent. Thank you everybody, see you soon.

Vice Mayor Alanna Mallon

Thank you, good night.

A communication was received from Vice Mayor Alanna Mallon, transmitting the Leadership profile for the City Manager search