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## Welcome to the City of Cambridge



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### Information Technology World Cafe May 10

Help us define the areas within IT of greatest interest and importance. Two ways to help take a quick survey and/or attend the World Cafe. [Learn More...](#)

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City Manager Retirement and Community Visioning Process for the Future of Cambridge »

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### CITY CALENDAR FEATURED EVENTS

- 4:15 PM, November 15, 2012  
**party**  
everyone is invited to my party
  - 4:15 PM, November 16, 2012  
**party**  
everyone is invited to my party
  - 5:00 PM, November 16, 2012  
**Colleen Birthday**  
Happy Birthday, Colleen
  - 4:15 PM, November 19, 2012  
**party**  
everyone is invited to my party
  - 4:15 PM, November 20, 2012  
**party**  
everyone is invited to my party
- [View Event Calendar](#)

### WHAT'S NEW IN CAMBRIDGE

**Street Cleaning Starts Monday, April 2**  
Check signs for parking restrictions between April and December to avoid being ticketed and/or towed. Maps and schedules are available from the Traffic Dept. and Public Works and online.

**my detail news nsdfsdfsdf**  
my detail news nsdfsdfsdf

**City Run 5-Mile Road Race & 3-Mile Walk Sunday, Apr. 1**  
The scenic, flat, tree-lined course runs along the perimeter of the Fresh Pond Reservoir about two miles into the race, which is measured and certified by U.S.A.T.F.

**2012 Annual City Census Mailed to Residents**  
All residents, regardless of citizenship and voter registration status, are required to answer the Census.

**Cambridge Seeking Nominations for Go Green Awards**  
The City of Cambridge Go Green Awards recognizes exceptional environmental practices in at least one of five areas—energy use, transportation, waste reduction, stormwater management, and climate protection.

**Cambridge Rabies Vaccination Clinic for Dogs Only Saturday, Mar. 31**  
The Cambridge Animal Commission will be sponsoring its annual Rabies Vaccination Clinic for dogs only, from 9-11 a.m., at the Department of Public Works, 147 Hampshire St., Cambridge.

[Read More News](#)

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**3 Easy Steps  
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NETWORK**

**Cambridge  
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Webcast**

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### VISITING CITY HALL

**HOURS OF SERVICE**  
Monday: 8:30am-8pm  
Tuesday-Thursday: 8:30am-5pm  
Friday: 8:30am-12pm

**Address and Directions**  
[City Department Directory](#)

*Robert W. Healy*  
City Manager

*Richard C. Rossi*  
Deputy City Manager

### CAMBRIDGE RESOURCES



Cambridge Somerville  
Resource Guide



Cambridge Office for  
Tourism



Cambridge Public Schools



Public Health Dept.  
Cambridge Health  
Alliance



cambridgema.gov



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**City Manager Retirement and Community Visioning Process**

## City Manager Retirement and Community Visioning Process

Cambridge City Manager Robert W. Healy notified the City Council of his intention to retire June 30, 2013 after 32 years of service to the City of Cambridge.



The City Council, through its Government Operations & Rules Committee, expressed its desire to undertake a comprehensive community visioning process prior to commencing a formal recruitment search.

Currently, the Government Operations & Rules Committee has been exploring a variety of options and will be deciding on a preferred visioning method in December 2012. The City Council believes that this community visioning process will be an invaluable tool as they work towards the future of Cambridge.

As this process continues to develop this section will contain significant milestones and updates.

- [Significant Milestones and Updates](#)

Meeting Dates	Committee Reports
<a href="#">October 24, 2012 (View Meeting Notice)</a>	<a href="#">View Report</a>
<a href="#">September 19, 2012 (View Meeting Notice)</a>	<a href="#">View Report</a>
<a href="#">June 22, 2012 (View Meeting Notice)</a>	<a href="#">View Report</a>

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11-05-2012



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#### CONTACT INFORMATION

795 Massachusetts Ave  
Cambridge MA 02139

PHONE: 617.349.4280

TDD: 617.349-4242

[Email Us](#)

#### HOURS OF SERVICE

Monday: 8:30am-8pm

Tuesday-Thursday: 8:30am-5pm

Friday: 8:30am-12pm

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## City Council

The City Council, the policy setting arm of the City, derives its powers from the City charter and the laws and Constitution of the Commonwealth of Massachusetts. It authorizes public improvements and expenditures, adopts regulations and ordinances, levies taxes, controls the finances and property taxes of the City, and performs many related legislative tasks.

### City Council 2010 - 2011



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### City Manager Retirement and Community Visioning Process

View the latest information on Government Operations and Rules Committee meetings regarding the City Manager retirement and community visioning process.

#### CITY WEBCAST



**From:** Craig Kelley [craigkelley62@Verizon.net]  
**Sent:** Friday, November 16, 2012 1:48 AM  
**To:** Lopez, Donna; Crane, Paula  
**Subject:** Craig's Note to the Government Ops Committee 16 November

David and the rest of the Council:

I am sorry I cannot be at this morning's meeting. I just got called away to assist in post-Hurricane Sandy damage assessments at some properties South of Boston.

I would like, though, to reiterate my thoughts that I am not sensing a real focus on either a self-study or a Manager search. Or anything related to either of those items. If there are materials for this morning's meeting, I haven't seen them yet. This is now our 4<sup>th</sup> meeting since we learned of the Manager's plan to retire and I can't honestly tell anyone we're much closer than we were 7 months ago to figuring out what we're going to do and why. Last meeting's revelation that we would almost certainly have an interim City Manager was, to me, an unwelcome surprise. Not because I have strong feelings on an interim City Manager one way or another, but because I think it reflects the lurching nature of the process so far. Wherever it is our decision-making process takes us, I want it to be the result of an affirmative decision of the Council, even if only of five members of the Council, and not simply because we couldn't get our respective acts together to make something happen proactively.

It appears, at this point, that GSA is not an option for a self-study. While I would like to have had a self-study to have found the best possible fit for a future Manager, I worry that we'll spin our wheels thinking about that and not get any closer to a search and hiring process if we're not careful. Bluntly put, I worry that the complexities of the IFB procedure required for an adequate self-study may be beyond our abilities as demonstrated thus far. The IT assessment we just started is an indication of just how complex it will be to do a real self-study and, given how unsatisfying I've found the Manager search process up to this point, I'm not sure we're going to, as a Council, keep from drifting with a self-study.

Perhaps if there were a particular person whose job it was to help us work through all issues associated with replacing the Manager things would go more smoothly, but right now it seems very disjointed and bumpy and, given the importance of this decision, entirely unsatisfactory from my perspective. I don't know if such a person might exist already on the City staff or if a Council assistant could be specifically tasked with this responsibility.

As we look for stakeholders in a City Manager search, I think we should first look at our Citizen satisfaction survey. Members of the CPS community, members of the business community, Citizen activists, housing activists, professional staff within the City, transportation activists, university representatives, members of various demographic and neighborhood groups and social service experts should all, I think be part of this discussion in as formal, yet effective way as possible. If desired, I would be happy to provide specific names. I am not sure what an ideal number of people in such a stakeholder group would be, but I would caution on making it so big as to be unworkable, even if that means we leave some portions of the City less than ideally represented. In the end, I suspect the nine of us could do a good job at filling in any gaps.

As always, I am happy to meet with any of you to discuss this issue.

Sincerely,

Craig Kelley  
Cambridge City Council

# ATTACHMENT C

## PROJECT DESCRIPTION

The Cambridge City Council is seeking to launch a comprehensive process, "Community Engagement/Community Visioning", prior to commencing the search for a new City Manager. The current City Manager will be retiring on June 30, 2013, after having served in that position for 32 years. The City Council believes that this process will greatly assist them in the "Selection Process" and provide the framework for the future for the successful candidate, the City Council, and the Community of Cambridge.

The Cambridge "Form of Government" is established by Massachusetts General Laws, Chapter 43, Sections 93-116, or "Plan E" .. Nine City Councilors, by majority vote, appoint the City Manager to oversee the operations of City Departments, and to carry out the policies adopted by the City Council.

## CONTEMPLATED WORK PLAN

Cambridge is a very progressive community, and its elected officials desire to ensure increased citizen participation and community involvement in the government, especially at this important juncture. Items in the currently suggested, in the work plan.

Objective: Solicit opinions from various and diverse constituencies in Cambridge in assisting the City Council in a consensus based, creation of a community vision for the future. The report will also be utilized to assist the City Council as a starting point in the selection of a new City Manager.

Initial Steps: --Gathering input from the City Council to map out the constituencies to be involved in the process. This will include, but not limited to, Elected Officials, Neighborhood Associations, Business Community, University Community, Key City Department and School Department Leaders.

Implementation:

- 1.) One on One Interviews with key leaders.
- 2.) Town Hall Meetings Convene the general public in 2-3 "Town Hall" meetings, as an open format for citizens to voice their opinions and concerns to identify themes that should be incorporated into focus groups.
- 3.) Focus Groups: This concept will involve further discussion. The intention would be to involve folks in the community, but not necessarily the "voices that are always heard". These groups, selected randomly would be asked a series of questions based on feedback from the stakeholder interviews and town halls.
- 4.) Community Engagement Survey: The City Manager's Office has administered a statistically valid, "Citizen Satisfaction Survey" every two years since CY-2000, during the month of September, conducted by Opinion Dynamics. The results of 2012 survey have been transmitted to the City Council, and referred to the Government Operations Committee, the entity charged with the oversight of this Visioning/Search process. Utilization of the results of these surveys should assist the consultant in this process.

Analysis and Report: The consultant will produce a comprehensive report to assist the City Council in this effort.

**John G. Wofford**

13 Cottage Street, Cambridge, MA 02139

Phone: 617-661-3200

Email: [johnwofford@earthlink.net](mailto:johnwofford@earthlink.net)

Fax: 617-661-3201

November 15, 2012

2012 NOV 15 PM 12 47

TO: Government Operations and Rules Committee  
Councillor David P. Maher, Chair  
Councillor Leland Cheung  
Vice Mayor E. Denise Simmons

OFFICE OF THE CITY CLERK  
CAMBRIDGE, MASSACHUSETTS

Dear Chairman Maher and Other Committee Members:

I understand that the Government Operations and Rules Committee is having a public meeting Friday to continue discussions of the City Council's desire for a visioning process related to the search for a new City Manager. From the minutes of the Committee's meeting on November 5, 2012, I understand there is the suggestion that an "in depth" visioning process should precede the search for a mayor, and that the results of the visioning process would then help shape the criteria for the new Manager. Those minutes state that one concept is to undertake a "comprehensive" process with extensive public involvement to develop a vision for the City, the implementation of which would then be a significant component in determining the qualities desired in the new City Manager. The minutes suggest that such a process most likely would cost "in six figures," and therefore the selection of a consultant to manage it would be delayed by bidding requirements that control the retention of outside consultants when the work would cost more than \$25,000.

Regrettably, I am not able to attend the committee's meeting tomorrow, so I am expressing my concerns in this letter. As you may recall, I have extensive experience in directing and facilitating processes that involve major public issues with broad public and governmental involvement. These include directing the Boston Transportation Planning Review, mediating and facilitating issues related to the development of the South Boston Waterfront, and facilitating the work of the Bridge Design Review Committee, 42 stakeholders charged with improving the design for the new bridge over the Charles River - work that led directly to the widely-praised Zakim-Bunker Hill Bridge. I have also performed significant work for the City of Cambridge going back over 30 years, having been special counsel for the development of the East Cambridge/Riverfront area, neutral consultant conducting an assessment of the Community Development Department, and mediator/facilitator of zoning issues at Alewife. I have lived on Cottage Street for 25 years.

I urge this Committee to rethink the suggestion of having a comprehensive visioning process before the search for City Manager begins, for several reasons:

1. A high quality new Manager would rather help shape and then manage and implement a broad visioning process after being selected, rather than being picked as a result of a visioning process conducted before his or her appointment. Undertaking a broad visioning process before selecting the Manager is, in my view, putting the cart before the horse.
2. A good search firm would typically begin a search by having extensive interviews to develop criteria for the job, and these interviews would include connecting people's hopes for the City with qualities to be sought in a new Manager. This preliminary work by the search firm would typically not be a broad city-wide visioning process, but rather a focused effort to learn what qualities people want in the manager in order to meet certain objectives for the city. A

broad visioning process is not needed to establish criteria for the Manager job, in my opinion.

3. A broad visioning process should include substantial involvement of City government, certainly including major departments such as Human Services, Community Development, Transportation, Police and others. The involvement of staff and other resources in City departments should be organized by the new Manager, not by our retiring Manager or an Interim Manager. In fact, the capacity to organize such an effort with creativity and enthusiasm should itself be a quality required for the new Manager.

4. Clearly the City Council appropriately wants a major role in shaping a comprehensive visioning process; an important criterion for the new Manager should be the ability to work effectively with the Council in just such a cooperative and important endeavor.

5. I would hope and expect that an important additional criterion for the new Manager would be flexibility to respond to changing visions for the City over time. Visions are not static; they are constantly developing, as conditions and people change. Potential to respond to broad, changing needs of the City should be a significant part of measuring candidates for the position.

6. A focused public hearing process, with citizens testifying about the qualities they want in a new Manager, is another effective and efficient way to hear views on what people want in a Manager, ideally with short, written summaries of views from many citizens. Either a consultant or search firm can take such statements and use them to help shape criteria for the search.

7. If the Council wants to have some kind of process that would articulate elements of a vision beyond what a search firm would typically do, there are many high quality consultants available who could do a focused interview process for not more than the \$25,000 threshold. This kind of interview and report process could easily be undertaken and completed in less than 90 days. Such a process could actually be conducted in tandem with and in support of the activities of a search firm. It is more effective to have both a consulting process and search process ongoing concurrently rather than sequentially.

None of the above should take a long time. I believe the Council should move expeditiously to get a new, long-term City Manager on the job. An Interim Manager may be required for what would hopefully be a short period pending the appointment of the new Manager, but any comprehensive visioning process should await that appointment, not precede it.

Sincerely,



John G. Wofford

Copies to Mayor Henrietta Davis

Councillor Marjorie Decker

Councillor Craig Kelley

Councillor Kenneth E. Reeves,

Councillor Timothy Toomey

Councillor Minka vanBeuzekom

City Manager Robert W. Healy

Executive Assistant to the City Council Sandra Albano

✓ Interim City Clerk Donna P. Lopez