

	Steps	Activity	Description	Dates	Status
Phase 1: 1/17/22 - 3/9/22 Position Assessment, Community Engagement, and leadership profile development	Step 1	Create dedicated email and City webpage for City Manager search process	Randi Frank Consulting, LLC will create and monitor a dedicated email for recruitment and to solicit stakeholder feedback. A dedicated webpage on the City's website will be posted with information regarding the search.	1/17-1/30/22	Complete cambridge@randifrank.com
	Step 2	Conduct staff & City Council interviews	Randi Frank Consulting, LLC, assisted by the City's appointed search liaison, will conduct interviews with the Mayor, City Council members, Personnel Director, City's Senior Staff, employee groups, employee unions, distribute an employee survey, etc. to collect information to develop a comprehensive leadership profile.	1/19-2/4/22	Complete
	Step 3	Conduct focus groups and other community engagement as related to developing a leadership profile and community vision for the next City Manager	Randi Frank, LLC will conduct town hall style meetings where residents will be invited to participate in a discussion of what they would like to see in the next City Manager. coUrbanize will develop an extensive online community engagement feedback mechanism. Cortico will conduct 20 targeted focus groups (up to 90 minutes each), all with the purpose of collecting information to develop a leadership profile.	2/7-2/25/22	Complete
	Step 4	Employee Town Hall w/Randi Frank, LLC	Meeting for the purpose of gathering feedback from employees on what they would like to see in the next City Manager, this meeting will not be public.	2/15/22 5-7pm	Complete
	Step 5	Government Operations Meeting: Resident Town Hall	Public meeting for the purpose of gathering feedback from residents on what they would like to see in the next City Manager	2/16/22 6-8pm	Complete
	Step 6	Leadership profile completed	Using feedback obtained in steps 2-5, Randi Frank, LLC using engagement data from coUrbanize and Cortico will develop a Leadership Profile to help inform applicant recruitment and screening processes.	3/9/22	In progress
	Step 7	Stakeholder engagement report	Using feedback obtained in steps 2-5, Randi Frank, LLC using engagement data from coUrbanize and Cortico will develop a stakeholder engagement report for use by the City Council and incoming City Manager.	2/27/22	In progress

Phase 2: 3/10/22 - 4/10/22 Position announcement, Advertising, Candidate Recruitment and Outreach	Step 1	Position announced/posted	Randi Frank, LLC shall place the position in the appropriate online publications, including but not limited to: International City and County Management Assoc., National Forum for Black Administrators, the International Hispanic Network, and other websites where potential candidates might look for career opportunities. In addition to public sector publications and websites, outreach should include LinkedIn and other private sector resources.		
	Step 2	Applicant recruitment period	In addition to the job being posted on the above mentioned publications, Randi Frank, LLC shall recruit from their database of contacts, and conduct outreach to potential contacts.		
	Step 3	Screening committee identified	The Government Operations Committee will identify and announce an applicant screening committee to review applicants resumes, and do the initial candidate screening.		
Phase 3: 4/10/2022 - 4/22/22 Candidate Evaluation and Screening by <i>Executive Search Firm</i>	Step 1	Candidate credential review	Randi Frank shall review and evaluate candidates' credentials, considering the criteria outlined in the leadership profile.		
	Step 2	Candidate interview & reference collection	-Randi Frank, LLC shall interview the most highly qualified candidates virtually to fully grasp their qualifications and experience, as well as their interpersonal skills. This is an hour long interview, asking specific questions about their experience and skill set. -Randi Frank, LLC shall gather formal and informal references (two per candidate of those deemed "highly qualified") and an internet search of each candidate will be conducted.		
Phase 4: 4/22/22 - 5/3/22 Presentation of Recommended Candidates	Step 1	Recruitment report	Randi Frank, LLC will prepare a Recruitment Report that presents the credentials of those candidates most qualified for the position. A binder which contains the candidate's cover letter and resume shall be prepared, along with a "mini" resume for each candidate, so that each candidate's credentials are presented in a uniform way. NOTE: the screening committee will be provided with a log of ALL candidates who applied, and all resumes can be reviewed if desired.		

	Step 2	Screening Committee initial meeting	Randi Frank, LLC will meet with the screening committee to review the recruitment report and expand upon the information provided. The report will be provided to committee members 2-3 days in advance of this meeting, giving the screening committee the opportunity to fully review it. In addition to the written report, Randi Frank, LLC will spend 2-3 hours bringing the candidates to life by reviewing the virtual interviews and providing excerpts from 2 references. NOTE: at this meeting, the interviewing process will be finalized, including the discussion of any specific components of the Screening Committee deems appropriate	Potential dates: May 3rd (Randi in Cambridge on May 2nd)	Previous Dates: Week of: 4/24
Phase 5: 5/4/22 - 5/31/22 Interview Process Screening Committee	Step 1	Develop interview questions	Randi Frank, LLC will provide the Screening Committee with interview books that consist of the recruitment report, the credentials each candidate submits, a set of questions with room for interviewers to make notes, and an evaluation sheet to assist interviewers in assessing each candidate's skills and abilities.		
	Step 2	Conduct interviews	The Screening Committee will conduct an interview of the 8-10 selected priority candidates, from which they shall select 3-4 finalists for presentation to the City Council	Potential dates: 5/12 & 5/13	Previous dates: 5/2 & 5/3
	Step 3	Reference checks etc.	Once candidates are selected, references will be contacted, employment & education credentials verified, review search results on google, and social media activity.		
Phase 6: 6/1/22 - 6/10/22 Interview Process Community & City Council	Step 1	Community interviews	Randi Frank, LLC will offer community interviews with finalists as a means for the community to interact with and get to know the finalists in an informal setting. At this interview, finalists would give a brief overview of themselves and answer questions from the audience. Consultant will also work with the Personnel Department to coordinate a tour of Cambridge facilities and interviews with department heads and a final interview with City Councillors. Randi Frank, LLC will be present for all of the interviews, serving as a resource and facilitator.	Potential dates: June 1st & 2nd	Previous dates: 5/22 & 5/24
	Step 2	City Council interviews	A public interview of all finalists will be held in a special meeting of the City Council.	Potential dates: June 1st & 2nd	Previous dates: 5/22 & 5/24
	Step 3	Site visits (if desired)	If site visits are desired, this step can be utilized		

	Step 4	Selection of finalist	The City Council will vote for a selected candidate in a public meeting.	Potential dates: Week of June 6th	
Phase 7: 6/11/22 - 6/20/22 Appointment of Candidate	Step 1	Salary & benefit negotiations			
	Step 2	Notification of final appointment			