



GOVERNMENT OPERATIONS, RULES & CLAIMS COMMITTEE

COMMITTEE MEETING

~ MINUTES ~

Monday, July 12, 2021

5:30 PM

Sullivan Chamber
795 Massachusetts Avenue
Cambridge, MA 02139

Call to Order

Attendee Name	Present	Absent	Late	Arrived
E. Denise Simmons	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marc C. McGovern	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Jivan Sobrinho-Wheeler	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Timothy J. Toomey	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Quinton Zondervan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

The Government Operations Committee will meet to continue discussing the hiring of the next City Manager

Minutes Acceptance: Minutes of Jul 12, 2021 5:30 PM (Committee Reports)



**CAMBRIDGE CITY COUNCIL
GOVERNMENT OPERATIONS,
RULES, & CLAIMS COMMITTEE**

COUNCILLOR E. DENISE SIMMONS, CHAIR

COMMITTEE MEETING
TRANSCRIPT OF PROCEEDINGS

JULY 12, 2021

5:30 PM, SULLIVAN CHAMBER

Minutes Acceptance: Minutes of Jul 12, 2021 5:30 PM (Committee Reports)

COUNCILLOR E. DENISE SIMMONS: The time of the meeting having arrived, I'd like to welcome everyone to today's Government Operations, Rules, and Claims Committee Hearing. The call of the meeting is as follows. God bless you. The Government Operations Committee will meet to discuss the hiring of the next City Manager.

Pursuant to Chapter 20 of the Acts of 2021, adopted by Massachusetts General Assembly and approved by the Governor, the city is authorized to use remote participation at meetings of the Cambridge City Council and its committees.

In addition to having members of the council participate remotely, we have also set up Zoom teleconference for public comment. Please be aware that Zoom is primarily being used for public comment. Councillor Toomey, uh, mute your--your mic.

In order to watch the meeting, please tune into Channel 22 or visit the Open Meeting portal on the city's website. If you'd like to provide public comment, please visit the City Council section of the city's webpage, instruction for how to sign up to speak are posted there. Once you've completed the signup procedure, you'll receive

a link to the Zoom meeting. We will not allow any public comment signup after six o'clock.

With that, I'll ask the clerk to call the roll of the members present.

City Clerk Anthony Wilson called the roll:

Councillor Marc C. McGovern - Present

Councillor Jivan Sobrinho-Wheeler - Present

Councillor Timothy J. Toomey - Present

Councillor Quinton Y. Zondervan - Absent

Councillor E. Denise Simmons - Present

Present-4, Absent-1. Quorum established.

COUNCILLOR E. DENISE SIMMONS: Thank you, Mr. Clerk.

The Government Operations Committee last met on this topic on June 29th, during which we heard from Bernard Lynch, former Town Manager of Lowell, and someone with a wealth-like of experience in helping municipalities conducting executive searches.

At my invitation, Mr. Lynch advised the committee based on his decades of experience of the ways in which we may wish to shape this process going forward. I'm gonna quickly review some of the highlights that he shared with us.

Mr. Lynch suggested the city would be well served in utilizing a consultant-led process. Approach for this process, the members of the Government Operations Committee agreed to that basic premise.

Mr. Lynch strongly suggested that we withdraw the strongest pool of candidates if we were to establish a city manager's search committee, that combines and mixtures of city councils and committee members for screening the initial applicants, rather than utilizing the whole of the City Council for this initial phase.

He explained that if we were to utilize the whole City Council for the initial screening of applications, all--then all applications necessarily be made public due to the open meeting laws, and this would likely inhibit some desirable candidates from throwing their hat in the ring.

Mr. Lynch also stated that the city's assessment of the City's Charter may impact who ultimately applies to this position, and that we must be mindful of how we roll out those two processes. One--this one may impact the other.

During that hearing, the committee voted in favor of two motions, which are as follows; that the city manager

being here advised, requested to appropriate the--the sufficient funding to hire City Manager Search Firm Consultant.

And the second motion was a motion to Councillor myself and Councillor Sobrinho-Wheeler of the Government Operations Committee to review any RFPs or other search processes were produced to hire a City Manager Search Firm Consultant.

As I believe we have people from the Purchasing and Personnel Departments with us tonight, perhaps we can discuss a little bit more about what that process constrain--consultant might look like and how quickly that could happen.

We spent the rest of the time on June 29th hearing and--uh, hearing or reviewing a template I have offered for use of guiding our search for that consultants to be. Clerk has it and he has sent to all the members and we will be working through that, um, after we've gone through some preliminary conversations.

Um, I have offered for us a guiding template for a consultant and an outline, a basic timeline and some deliverables. We would be seeking from a consultant first

in the city manager search. And since we did not have sufficient time to review that document at that hearing, I asked the member--all members to review it and email their feedback to the clerk with the hope that we could incorporate their feedback and discuss it this evening.

Mr. Wilson advised me that it was permissible to open to request for feedback from the entire City Council, and that is what we did in advance of tonight's hearing.

While I haven't received any feedback from the members of the council, with the exception of I believe Vice Mayor, uh, changes proposed during our last hearing have been incorporated into this document into red font. And certainly the committee members do have additional clauses they'd like to share on this.

Therefore, I'd like to use this hearing to--to more thoroughly review the document and then we'll incorporate your feedback into a finished product that will better inform the next stages of this process.

I am gonna first open the floor for public comment, and following that we'll return our attention back to the proposed template of what will be--what we will be seeking from a consultant, walking that through section by section

and see if the committee members are in agreement.

Uh, I'm also going to just read into the record. I don't know if the clerk has it. Vice Mayor did pose a few questions I might want to read into the record so that I think we have, um, our Director of Human Resources and someone from Nancy Glowa's office that might be able to, um, give us some information on these questions that have been offered from the floor.

So with that, I'm going to turn back to you, Mr. Clerk. Is there anyone that has signed up for public comment?

CITY CLERK ANTHONY WILSON: I have one individual signed up for public comment.

COUNCILLOR E. DENISE SIMMONS: Please go forward with public comment, Mr. Clerk.

NAOMIE STEPHEN: The person that was signed up has not joined the Zoom.

COUNCILLOR E. DENISE SIMMONS: Then what--what we'll do is we'll leave public comment open until six o'clock. Um, if, Ms. Stephen, you'll let us know if that person shows up, we can suspend the conversation to hear from them and then leave the meeting open until six at which time we

will close public comment.

Uh, I want to thank my Vice Mayor for her--her questions, which was very similar to other questions that have come up. And again, I know we do have, uh, the head of the Human Resources Department and someone from the Solicitor's Office.

The questions, one was for the clerk and it's, will the Government Ops meeting minutes be ready for August 2nd meeting? Uh, Mr. Clerk, do you have any idea when we meet-- the August 2nd, will our minutes be available? And that question is coming because we do have a couple of orders that are very, very limited.

CITY CLERK ANTHONY WILSON: Through you, uh, uh, Chair Simmons. The minutes from the last meeting will be--will be available for the, uh, August 2nd meeting. The minutes for this meeting, and I know that there's one more meeting scheduled, um, probably will not be ready for that August meeting.

COUNCILLOR E. DENISE SIMMONS: But the meeting minutes from June 29th?

CITY CLERK ANTHONY WILSON: The meeting minutes from June 29th will be on the agenda.

COUNCILLOR E. DENISE SIMMONS: Excellent. Thank you. So this is--is Ms. Unger with us 'cause I don't see everyone's name. I see Sheila Katie, Ross and Is--who is with us--Oh, she is. I see. Ms. Unger, how are you this afternoon?

ELIZABETH UNGER: I'm doing well, thank you.

COUNCILLOR E. DENISE SIMMONS: Oh good. In the past Ms. Unger has advised us that we can write an RFP that would allow us to have--to not to have to choose the lowest--I'm having trouble repeating this. Let me try this again. In the past, Ms. Unger has advised that we can write RFPs that would allow us to not have to choose the lowest best cost by writing--I have a hard time reading this--the best cost by writing in specific items the RFP.

For example, if we have--we want to search firm that is based in another state for a true national search, um, would, and they come in at a higher price based on travel cost or one that specializes in recruiting women and people of color that may cost us more, how do we write that RFP to ensure that we're able to have a search firm that meets our needs and even though that they may not be the lowest and best price? Is that something you can speak to, Ms. Unger?

ELIZABETH UNGER: Certainly.

COUNCILLOR E. DENISE SIMMONS: I apologize for tearing up that question.

ELIZABETH UNGER: No--no worries. I think I understand, um, the gist of the question. The, uh, through-through you, Madam Chair, the RFP process itself is designed to allow a municipality to not go with the lowest priced, um, proposer. So if we were doing an invitation for bid, we would be locked into lowest price of responsive and responsible.

But the RFP process is designed to allow the city to create certain comparative evaluative criteria that we may use to compare one proposer versus another proposal on these criterion rather than just on price.

And so it could be possible to rate a proposal more highly than other proposals and to award the contract to that proposal even if it is more costly than the other proposals.

The statute has an additional requirement if that is ultimately the case, um, where the purchasing agent has to draft essentially in writing a justification of why the city is going with a higher priced proposal. Um, but it is

certainly something that is allowable under the statute.

So I think your key would be to include criteria that you want to compare one proposal versus the other, um, and have any number of those categories and rate those. And that should hopefully get you to the type of firm that you want to have, regardless of cost.

COUNCILLOR E. DENISE SIMMONS: Very good. Uh, let me just turn to the committee first and then to the question-- the person that submitted the question. Are there any questions, uh, relative to Ms. Unger's answer? From the members of the committee and then I'll go to the other members that are present--that are not members.

Hearing none, I will go to the Vice Mayor. Does that answer your question, Madam Vice Mayor?

VICE MAYOR ALANNA M. MALLON: Uh, yes. Thank you. Uh, through you, Madam Chair, to Ms. Unger. That definitely answers my question. So we should--as part of this process, we should advise you of those criteria that we want you to rate when you receive the RFPs, because it's my understanding that you will be doing, um, the rating system and choosing a bidder. Is that how that works?

ELIZABETH UNGER: Through you, Madam Chair, um,

somewhat. Um, the criteria will actually be part of the RFP. So in drafting the RFP, my hope is that they'll be working together to identify what are those categories, those evaluative criteria that are important to the council, and will--The statute tells us the rating criteria that must be used for each of those criteria, um, and what makes up each rating, um, is something that we can work on to decide what is important. And I just throw this out here generically.

For instance, use experience. You may say we would, uh, rate a proposer who has 10 years of experience in providing the scope of service as highly advantageous, and a proposer who has seven to nine years as advantageous, and so forth, uh, within the rating scale that's set by the statute.

So there's a lot of flexibility on how we want to consider each of those categories of evaluation. Like experience, um, you can do that in years, you can do it in particular categories, specificity, someone who's, you know, done work with MBE/WBE, um, you know, getting those candidates forward and rate each of those.

And we can have any number of comparative criteria in

the RFP. So you're not limited to just a couple. I would say the more you have, the more cumbersome it becomes to try to evaluate each of the proposals that you receive.

To the second part of your question. Um, ultimately yes, the decision lies with the purchasing agent as to what is determined the most advantageous proposal to whom to award the contract.

But there is an evaluation committee that can be appointed who will examine each of the proposals that are received and compare each of those comparative criterion against the rating scale that is listed. And that rating scale is public, it's part of the RFP.

So even the people submitting proposals to you, know what they need to do to achieve a highly advantageous, for instance, in each category. Um, so that is part of the RFP document itself.

So the evaluation committee will rank those, and they will do that, um, based solely on the criteria that's listed in the RFP.

Afterward, after those evaluations are completed by that committee, then the price proposals are opened and that's when the purchasing agent has to, you know, make

this determination of what the statute calls the most advantageous, taking into consideration price and the ratings and references as well.

VICE MAYOR ALANNA M. MALLON: Um, through you, Madam Chair, to Ms. Unger, that was very helpful. Um, I--I think it would be helpful for us to understand what those criteria, what--I think that was a great example you--you just gave us around, um, experience.

If there are other criteria that we could, maybe even if there was a list so we could see what, you know, what we would be interested in.

I know that I, in particular, am interested in, um, a consulting firm that specializes in cities and not in towns because I think it's a very different animal. So I think there are a lot--there are a lot of things to discuss here, but thank you very much. That was very, very helpful. Um, I yield back. Thanks, Madam Chair.

COUNCILLOR E. DENISE SIMMONS: Uh, thank you, Madam Vice Mayor. Thank you for those very, uh, deep questions. When I--as we think this through, because Councillor Sobrinho-Wheeler and I are going to serve--be putting meat on the bones of this RFP process with, in consultation, of

course, with the committee, I know for this--this council, not only the committee, but this council has said how important it is that we have people of color.

And I also know having done a little bit of this, you have to be careful how you say things in such a way that you are not discriminatory even in your ask. And I would like a lot of guidance to make sure that we're asking the right questions, the right way to get what it is that we're looking for, but in not such a way that we run afoul of what the correct way to do that is.

Is there any, I mean, going back to the, um, Government Ops Committee, are there any other question--follow up questions for what we've just heard before I go to the non-members of the committee? Hearing none, let me acknowledge the non-members.

We have with us Councillor--we have the Vice Mayor, we have Councillor Carlone, we have Councillor Nolan, and we have--yeah, I think I've mentioned everybody. The Vice Mayor, our Mayor Councillor Nolan, Councillor Carlone, do either of you have any clarifying questions or follow up questions? Councillor Nolan and then Councillor Carlone, you. have the floor. Councillor Nolan?

COUNCILLOR PATRICIA M. NOLAN: Yes. Thank you, um,
Chair Simmons.

COUNCILLOR E. DENISE SIMMONS: Speak up, Councillor.

COUNCILLOR PATRICIA M. NOLAN: Sorry. Oh, can you hear
me now?

COUNCILLOR E. DENISE SIMMONS: Very good.

COUNCILLOR PATRICIA M. NOLAN: Um, thank you, Chair
Simmons. Is this for clarifying questions on issuing the
RFP for the consultant to help lead the search?

COUNCILLOR E. DENISE SIMMONS: Yes. We're talking
about the RFP and the consultant.

COUNCILLOR PATRICIA M. NOLAN: For the consultant,
right.

COUNCILLOR E. DENISE SIMMONS: Yes, ma'am.

COUNCILLOR PATRICIA M. NOLAN: So the question is, uh,
whether Ms. Unger or others have a sense of how it is that
we can fashion in the RFP a request that the consultant
reach out to people in such a way that they're not just
recycling people that they've used before?

I mean, the--the fact is, as many of us who have been
involved in superintendent searches know, the word gets out
that certain jobs are just reserved for certain people and

that other people should not apply.

And that dramatically limits the--the people from the outside because I'd feel pretty strongly that it has to be someone from the outside to lead the city.

But is there a way that we can put in the criteria, uh, somehow a track record of a firm actually getting, um, a range of candidates maybe that other firms don't get? If that makes sense as a question.

COUNCILLOR E. DENISE SIMMONS: Ms. Unger, is that something you prepared or, I know we do have also Sheila Keady Rawson with us, and I don't know who wants to step into that to answer Councillor Nolan's question that I want to speak to Councillor Nolan on the question as well.

ELIZABETH UNGER: Um, Sheila, if you think, I shall, um, if you agree. I would say, uh, that, yes, that, and I don't want to go into too much detail to give anything away to potential proposers about what this RFP is actually going to look like in its final version.

Um, but with that said, having a criterion that focuses on a number of successful, um, MBE/WBE candidates being brought forth to other, um, cities for hiring is certainly one that could be a comparative evaluation

criteria.

And I think we would probably need to have a little bit of a discussion about what would be the right number for each of those rating scales. You know, um, not advantageous being perhaps zero and then, you know, one or two being advantageous more than two being highly advantageous for that particular category of evaluation.

Um, and I just throw that out there as an example. Um, it's not what we would definitely use, but it's probably something that we'd want to look at what has been currently happening, uh, to know what that right number would be, because we wouldn't want to set an expectation in the rating that no firm could possibly meet because it just hasn't been done yet as well. I hope that answers your question,

COUNCILLOR E. DENISE SIMMONS: Ms. Keady Rawson, anything you want to add to that?

SHEILA KEADY RAWSON: Um, I--I agree with, um, what, um, Ms. Unger said. I--I think you also want to be thinking, and this may be, I think we--we'll need to-- to work with Liz on this, but thinking about words like innovative or strategic when we're thinking about criterion

and how we define that so that you maybe can get firms in that, you know, have done some maybe broader searches in the past few years.

COUNCILLOR E. DENISE SIMMONS: Uh, back to you Ms. Nolan, do you have any further follow up?

COUNCILLOR PATRICIA M. NOLAN: Thank you. Yes. I--I think as I read in--in what you sent out, uh, Chair Simmons, some of the kinds of ideas like it doesn't necessarily have to be someone who has actually been a city manager.

They could have management experience in a range of other areas, or if they were department head in many large cities, that would be larger than our entire city. Um, as--as big as we are, there's many other, um, criteria for it, if we're really going for the characteristics of innovation and management and, uh, an experience of actually leading people, it's--it's important that we--we get to that through this process. And I--I hope that we all, as we talk about it, agree that that's the kind of thing that--that needs to be incorporated, and then decide how it is that we--we measure it, as Ms. Unger said, advantageous or highly advantageous.

And I'm not sure how we're gonna resolve if--if some of us feel more strongly about one than the other, but we'll work that through. Thank you. That--that did answer my main question on that. Chair Simmons, I yield.

COUNCILLOR E. DENISE SIMMONS: Thank you. Councillor Nolan yields the floor. We move now to Councillor Carlone. And Councillor Carlone, you have the floor.

COUNCILLOR DENNIS J. CARLONE: Thank you, Madam Chair. And, um, thank you, Ms. Unger and Keady Rawson. Um, I've-- in my earlier career, I responded to so many RFPs, it's sickening to remember them all. Um, but, uh, we haven't spoken about the potential consultants review of this preliminary scope.

And I--I think that's really when you learn the most about people is how they respond to, let's say, this possible scope of work. You learn how they think differently, or they have a great suggestion, or have experienced something that helps us.

So, um, maybe a little later, if not now, you can talk about the elements in the RFP, what we're asking in general from them, uh, and maybe we already covered it in my question.

But I think that's the true important part of an RFP. It's not what we give them, it's their response. Um, so hopefully later you can do that. It's sort of a general breakdown of what the respondent will include in their proposal.

COUNCILLOR E. DENISE SIMMONS: Are you yielding the floor, Councillor?

COUNCILLOR DENNIS J. CARLONE: Yes. Thank you, Madam Chair.

COUNCILLOR E. DENISE SIMMONS: Thank you. Councillor Carlone, yields the floor. Is there anyone that I don't--uh, I know Mayor Siddiqui is having some communication connectivity issues. Mayor, are you there? And did you have a question?

MAYOR SUMBUL SIDDIQUI: Hi, sorry. Yeah, I'm sorry. Something's up with my camera. Uh, I don't--I don't think so, I guess, um, no, I don't. I think the--I'm just the timeline piece, having just done a search, uh, for the, uh, interim superintendent, obviously I know it'll look different.

Um, but we--I can talk offline about some of the things that I learned from that search, that, um, are

coming up for me as the conversation goes on.

COUNCILLOR E. DENISE SIMMONS: I may--I may come down the hall one day and let's kind of sit and chat with you 'cause I would be interested in seeing what kinds of things and--and maybe Councillor Sobrinho-Wheeler would like to join me to see what things you may have learned or grappled with, so that we can sort of sidestep.

I mean, the processes are similar, but they're also different. The stakes may be perceived as being higher. I think the job superintendent is very important and equal to the city manager, but there's certainly the processes through which you go into that might look different. But I think there's some benefit to kind of hearing what you experienced in the process with superintendent.

MAYOR SUMBUL SIDDIQUI: And we did see candidates apply from everywhere, so even internationally. So I think the whole thing--I think we'll have, uh, people apply. Uh, but anyway, yeah, that's all I have to say. But--but thank you. I'll, um, keep you posted on any special meetings. Um, I'll--I'm happy to call and work with you all on that.

COUNCILLOR E. DENISE SIMMONS: Excellent. Excellent. I think there'll be something to be gained. And I think this

search will be kind of novel and unique in a lot of ways.

Um, I'm hoping either through the RFB process and through other ways that we do get a very rich pull. Uh, is there any other question? Well, before I go back to questions, we're right up on the six o'clock hour. Mr. Clerk, is the individual that signed up for public comment available?

CITY CLERK ANTHONY WILSON: No, I did not see his name.

COUNCILLOR E. DENISE SIMMONS: Okay. We have a couple more minutes. Uh, if the person does not show up, then I'll, um, maybe leave it open for another 10 minutes or so, and then I ask for a motion to--to close.

Uh, one of the things that, as we were talking about, and I know we all have--we come from different places and have different, um, points of view about who we should be looking at, not, you know, going a little past the, uh, search process, the consultant that we bring.

But I think they both hold weight. We do want a consultant that has depth and scope, we make sure we do. I want to make sure we don't write our RFP that's so narrow that we get one type of person and not the--the other. I

know one of--one of the comments made, as I was talking to a number of people that have done searches, when they looked at the, um, earlier search was it said we are looking for someone with city managers experience.

And that may have narrowed the field, because if you're looking for people of color, Latino, African-American, you may not find as many in that pool. But if you say managerial experience or--or there's some complimentary, and this we'll tease this out later on, complimentary experiences that might get us someone that may not have been a city manager or a city manager, but still get you a very qualified candidate.

So I think we need to really work on making sure that we don't use language that excludes a--a good candidate coming forward.

And I know that there's a feeling with some of us, maybe not, I don't think all of us share this, I personally about, we don't want someone local or--or internal. I'm--I am sure the intention is not to say, "We don't have any good people that live in Cambridge or live in Massachusetts or work for the city."

I--I would really ask that we say, "We want candidates

that are qualified to apply from wherever they are."

Because I would not want, let's say a Black woman that's able, or a Latinx woman that is very able not to apply because there's a feeling that we don't want anyone from Massachusetts, or we don't want anyone from Cambridge, or we don't want anyone that's ever walked through or sat behind a desk in the city--in the city.

And I'm sure that that's not the intention. But when you often say, when it's said that we don't want anybody internal, it kind of chills, I think, um, what might be a very robust, uh, process.

I say those that are qualified to apply wherever they come from, and then through the process we will screen appropriately to get the best candidate. I just think it's important to--that to be said and be put out there.

Are there any other questions relative to the RFP process? I'm going to let public comments stay open a little while longer, but if there are no other questions, I want to turn our attention to the document in front of us.

And, uh, could you figure--help me figure out. I apologize for the, uh, phone calls. It's the takeout that's trying to come in.

Um, Mr. Clerk, if you could bring the possible scope of work for consultant-led city manager's search up on the screen. I'm assuming everyone has it. I hope you have it as well. Do you have it, Mr. Clerk?

CITY CLERK ANTHONY WILSON: Yes. Give me one second. I'm pulling it up right now.

COUNCILLOR E. DENISE SIMMONS: Take your time. So what you're gonna see as this document gets on the screen. I tried to fold in the recommendations thoughts that came from the floor at our earlier meeting.

And so now we're just gonna kind of take a slow walk through that. So at the very beginning you'll see it's red-lined, is the consensus of the Government Operations Committee that this process should strive to attract the strongest, most diverse pool of candidates possible. Women and minority candidates are well--as well as those who may come from non-traditional backgrounds.

For example, those who have executive experience but have not previously served in municipal leadership role should be aggressively targeted in this search process.

Does that--do the committee members feel that that represents the meaning and intent? Hearing nothing, I will

go on. We know that the city manager search pro--uh, process conducted in 2016 that the typical recruitment and selection process for one consultant can take 175 hours to conduct, at least 50 hours of this time is administrative, including ad placement, acknowledgement of resumes, referenced interviews and due diligence on candidates.

The Government Operations Committee should be kept informed about the recruitment process, and the consultant should ensure their availability to provide information and answer questions in details of the process such as placement of advertising and applications received or discussed in regular updates via telephone or email.

Any comments on that? Councillor Carlone? I mean, for me first, I don't see my whole screen now, uh, any members of the Government Ops Committee want to speak to this before I go to non-members?

So I can only see Councillor Carlone, so I'm gonna go to Councillor Carlone.

COUNCILLOR DENNIS J. CARLONE: Thank you. Thank you, Madam Chair. Uh, I'll be just a moment. I was actually had my hand up on the first paragraph.

COUNCILLOR E. DENISE SIMMONS: Oh, I didn't see it.

COUNCILLOR DENNIS J. CARLONE: It seems to me that, yes, we should be open to people with comparable experience, but having civic experience is of importance if other characteristics of--of two people are the same, it seems to me in the quality of the civic experience. The way it's written, it's like it almost doesn't matter.

In fact, city experience isn't mentioned in that first paragraph. Um, you know, Ms. Unger mentioned there would be criteria. Mm-hmm. It seems to me that city, true city experience is number one, productive city experience, whatever, however we want to describe it.

And number two would be comparable experience. And if someone really excels at it, then, you know, that's equal to civic. But there's something about working in a city that's different than working in a company. So that--that's my only comment. Thank you, Madam Chair.

COUNCILLOR E. DENISE SIMMONS: Thank you, Councillor. Was there any other comments? Councillor Nolan.

COUNCILLOR PATRICIA M. NOLAN: Thank you, Chair Simmons. This is on the, um, last paragraph you read. I think it--it reads, "The Government Operations Committee should be kept informed." I hope as someone not on the

committee and I'm very, uh, aware that you are including all of us in it, it seems that since all of us throughout this should be informed, I think it should be the City Council should be kept informed throughout the recruitment process.

I think all of us will have an intense interest in this and--and should understand where we're at. It might be that there are certain people on the council who are, you know, on the screening committee, for instance, who would know more.

But I--I do think it's important throughout this to ensure that the--the city council as a whole is kept informed so that we all are given the--the same information that the Government Operations Committee is--is given.

COUNCILLOR E. DENISE SIMMONS: And, you know, Councillor, I certainly agree with you up into including where it breaches the open meeting law. So I--I understand the--the taste the council has of being all hands in. It's very altruistic.

However, it may not lend itself to what you might want, only because you want to be very careful that we do not breach the open meeting law. And by so doing chill what

could be a good candidate pull.

So I am certainly listening acutely to your concern, um, and will be mindful of that. So we will figure out how to walk that delicate balance. But I also want to just say we don't want to thwart the process because a far altruistic approach to wanting to be involved. Uh, any other discussion on this? No? Hearing none. So let's move on --

COUNCILLOR QUINTON Y. ZONDERVAN: Madam Chair.

COUNCILLOR E. DENISE SIMMONS: I can't--is that Councillor Zondervan?

COUNCILLOR QUINTON Y. ZONDERVAN: Yes, Madam Chair. Thank you. Can you hear me okay?

COUNCILLOR E. DENISE SIMMONS: I can hear you now. Yeah.

COUNCILLOR QUINTON Y. ZONDERVAN: Um, thank you. I --I just wanted to follow up on, uh, my colleagues' previous comment. Um, and--and I do agree with her, and I agree with you as well that, you know, obviously we need to follow the open meeting law, but I--I don't understand how it would be any different if we said the City Council should be kept informed throughout the recruitment process, uh, in terms

of the open meeting law.

COUNCILLOR E. DENISE SIMMONS: As I said, uh, Councillor Zondervan, I'm not in dispute with you. I'm just guiding us in such a way that we want to be careful and mindful. Will I--will the council be kept informed? The community very likely be kept informed.

So you might know as much or more as they do. What I want us to be careful is that, and I will be working very closely with our City Solicitor, the consultant in particular, which that's why we want a consultant so that we don't make a misstep.

So I think we're in the same place, and, uh, you might be hearing it different. You know, when I say, "Oh, I make sure we follow the letter and the spirit of the law--law." You may hear that as being exclusive, where I am saying it with the intention of we want to be inclusive.

But I also wanted to be careful because you don't want to do such incredibly good work for it to end up being for not because we made a misstep in our zeal for being altruistic in the process. Okay? So, uh, anything--any follow up, Councillor?

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you.

COUNCILLOR E. DENISE SIMMONS: You're very welcome.

Moving to phase one, the Chair of the Government Operations process imposes a six phase consultant-led city manager search based largely upon the model that was utilized during 2016, phase one, position assessment, position announcement, and brochure development.

And that will include consultant interviews with the members of the City Council, personnel director, city senior staff, as well as any other individuals deemed appropriate to best understand the responsibilities, challenges, and culture of the city.

Consultant creates a recruitment-related communication plan, including the use of social media as a tool to engage the community in recruitment process.

For example, a survey should be developed by the consultants and made available on the city's website for residents and other stakeholders to weigh in, and with their thoughts on the qualifications and background of the next city manager.

The consultant shall plan and execute two facilitated, two to three hour sessions of 15 to 20 community leaders. Elected officials will suggest leaders from the business

community, school districts, faith community, nonprofit community, other organizations that can provide feedback and thoughts on the qualifications experience that the next city manager should have. And this should be more than 15 to 20 individuals that can be expanded to include a wider range of stakeholders.

So here's a parameter. It's not the be all and the end all. If the committee feels as though there's a group missing, that could be added. Or if there's too many, they can be taken out.

If they're not representative, we are gonna weigh in on that. The consultant shall plan and execute a robust public engagement process, such as, but not being limited to town hall style meetings. And all residents should be invited to participate in discussion of what they would like to see in their next city manager.

Now, this is particularly interesting and challenging in that, um, what I have found people are still have feet in both worlds of meeting.

Some people are less likely to want to come out, and some people are--are fairly engaged. So as we press forward on this, particularly with the consultant, we have to pay

key attention to that because we do say, and I know that we're committed to the idea that we're gonna have a robust engagement process. And we know that some people are very good at that and some people are not so good at that.

So I'll be partake particular attention to this particular piece. The public engagement, and this is in highlighted, should strive to ensure diversity, community representation, and targeted outreach into city's diverse ethnic, geographic, and socioeconomic populations. I'm gonna read all the way through to page--phase two and then I'll stop.

"Consultants should be creating dedicated email for the recruitment to solicit feedback. Consultants should provide advice on incorporation of public input into recruitment materials and process.

Consultants shall create a stakeholder engagement report for the use of the City Council and incoming city manager. Document findings, recommendations, and expectations on the participants in the citizen engagement efforts to facilitate continued partnership between the City Council, the city, and the communities.

Results in these interviews with the elected official,

staff, and community should be--will be the development of a position announcement, recruitment brochure, and agreement on a detailed recruitment timetable. And then there shall be a screening committee for city manager applicants.

The composition of which shall be determined by the Government Operations Committee or by the, uh, by the City Council and the Purchasing Department. And membership should be representative of the community's city's demographics, including civic leadership persons, neighborhood association, public interest groups, et cetera."

Let me--let me stop there to see if there are any comments or thoughts. Going to the Government Ops Committee first. Councillor Sobrinho-Wheeler, followed by Councillor Zondervan, McGovern, Toomey. Councillor --

COUNCILLOR JIVAN SOBRINHO-WHEELER: Apologies. Was it, uh, myself, you're recognizing or Councillor Zondervan?

COUNCILLOR E. DENISE SIMMONS: You Councillor Zondervan--you Councillor Sobrinho-Wheeler. I apologize.

COUNCILLOR JIVAN SOBRINHO-WHEELER: Thank you. Yeah, um, was gonna add for that--that last piece in the bullet

in setting up the screening committee that, um, I think we may need to just add a line of detail there to explain how the members will be chosen. Um, whether that's, you know, each city councillor appointing one member or two members, or um, if it's by consensus.

I think the--the easiest way to--to do it would have each councillor appoint, uh, one or two members. But just to outline, you know, how that--that screening committee is--is gonna come together a little more, that we just need a little more detail there, I'd be happy to suggest language.

COUNCILLOR E. DENISE SIMMONS: Okay. Very good.

Council--are you yielding the floor, councillor?

COUNCILLOR JIVAN SOBRINHO-WHEELER: I am, yes. Thank you

COUNCILLOR E. DENISE SIMMONS: Councillor Zondervan, after which McGovern, and Toomey.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. Um, so I--I sent some, uh, language to the clerk, and--and I do apologize because it's based on the previous version of this text. But, um, and--and I appreciate the--the name change of the committee. I think that's very

helpful.

Um, so I--I guess my, uh, proposal is to change the language that says Government Operations Committee or City Council and the Purchasing Department to just say the City Council. And then to change membership should be representative, to membership shall be representative.

COUNCILLOR E. DENISE SIMMONS: Okay. Duly noted. I don't see exactly where you're asking me to put that. Is that bullet --

CITY CLERK ANTHONY WILSON: That's the last bullet point.

COUNCILLOR E. DENISE SIMMONS: The last bullet point. All right. And you said you're offering the --

COUNCILLOR QUINTON Y. ZONDERVAN: Yep. So this--this was based on the previous text, but on the new text, we can just change it so that Government Operations Committee or City Council and Purchasing Department is replaced with City Council. And then just replace the word should with shall be representative

COUNCILLOR E. DENISE SIMMONS: Ms. Sheila--I'm sorry, I muted myself. One, we will certainly write this in. We're not gonna take any vote on this document because I want to

bring it all back to the--the Government Ops Committee as a--as one document. So I'm just taking in your recommendations. May I also hear from Ms. Sheila Keady Rawson, um, what was the experience on the last, um, time you did this.

SHEILA KEADY RAWSON: Um, so the last time we did this, um, it was a self-nomination or nomination process. We had, um, a, uh, uh, a nomination form up online and individuals could self-nominate.

Um, the Government Operations Committee had put together, um, various constituencies that they wished to have represented on the Preliminary Screening Committee. And individuals who were self-nominating or being nominated had to indicate which of those particular constituencies they were a member of.

And we had 15 or 16 different, um, different types of constituencies out there. Um, and, you know, in terms of this particular part of the process, the Purchasing Department was a little bit less involved and the personnel director was a little bit more involved, um, in terms of going through those nominations.

COUNCILLOR E. DENISE SIMMONS: Well, the question, Ms.

Keady Rawson, um, how many people were on that committee?

SHEILA KEADY RAWSON: I believe we ended up with, I can't remember if it was 19 or 21, um, people on the Preliminary Screening Committee. And that did include, um, I think it was, I can't remember if it was three or four members of the city council.

COUNCILLOR E. DENISE SIMMONS: Very good. All right. Thank you, Ms. Keady Rawson. Uh, so Councillor, we're going to incorporate your ideas. I do like the idea of allowing it, you know, when we said we want more participation from the community, this would be just by asking people, "Do you want to be involved?" Opens up a door of knowledge and information. So I--I would like to--I am thinking that might be a nice piece to have because it tells people we're doing this process.

Here are the categories we're trying to fulfill--to fill, not fulfill, to fill balance with what the council might do. Because my only concern, you know, and at first I was saying, let the council do the committee, and--and that's a very good idea, but I don't want it to feel like inside baseball either.

So let's just think, let's--let's measure the both of

them, Councillor. You know, let's weigh both the merit of both city council appointed versus a request for participation that falls into a, um, a list of categories and maybe the council chooses from that.

But the way--any way we can enjoin the community, I think is just important. So let's kind of put a both and on that. Let's put a--a thumbnail. Do you yield the floor, Councillor?

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. I did--I didn't want to, uh, respond briefly, uh, because I completely agree with you.

And I guess my, um, thinking hinges on the word shall be determined by, and so maybe what we want to do is--is separate out this bullet into a process question of how this, um, you know, how all these groups would participate, how the Government Ops Committee would participate, how the Purchasing Department or the Personnel Department would participate.

But then ultimately there--there would be a vote by the council that says, "This is the Screening Committee that we approve." So that it's clear in terms of the decision being made as to what the committee is versus the

process that's being followed, which I completely agree with. You should be, uh, as participatory as possible to-- to gather candidates for this committee.

COUNCILLOR E. DENISE SIMMONS: So what I would strongly recommend, Councillor, great ideas, if you put those in writing, so that when--when I sit down with this document, it's how to synthesize it all, that is--is there so that we can discuss it a little bit more thoroughly, not wanting to have this, um, go on ad nauseum but with some end date in mind. Let's pause just for a moment.

We do have someone that is poised to participate in public comments. And let's pause right now. Let's go to public comment after which, if there's no one else in queue for public comment, I'll entertain a vote to close it.

So to you, Mr. Clerk, I understand there's someone waiting to be heard. Let us turn our attention to the individual that would like to testify. Uh, just relative to public comment, three minutes are allowed to, um, each speaker.

Please, uh, keep your comments relative to the city manager's search. We will end also please to not to engage in personalities. So, Mr. Clerk, please call the individual

that is signed in.

CITY CLERK ANTHONY WILSON: The first speaker is Michael Brandon, please go ahead.

PUBLIC COMMENT

Michael Brandon, 277 Pines Avenue, noted that the minutes and written materials of the June 29th Government Operations Committee meeting was missing online. And the discussion today indicated they're not available yet.

He proposed any minutes from the meeting that are going to be discussed be provided in advance as part of the meeting agenda. He noted that he previously suggested that the council form an ad hoc committee of the entire membership to oversee the manager process. He agreed with Councillor Carlone who made a suggestion of changing the rule to make the Government Operations and Rules Committee a committee of the whole, similar to the Ordinance Committee and Finance Committee. He said that would help to address some of the concerns that Councillor Nolan had raised about wanting to be included in the process of city manager search.

CITY CLERK ANTHONY WILSON: Next person who's, um, signed up is James Williamson. I do not see his name in the

Zoom.

COUNCILLOR E. DENISE SIMMONS: No? Okay. Uh, we do not see Mr. Williams in--in the queue to speak. We did have one speaker. We did extend the time for public comment to 6:15. Seeing that Mr. Williams is--is not there. I think--I think it'd be fine, but I'll go with the pleasure of the committee to close public comment. So, to the members of the committee, what is your pleasure?

COUNCILLOR MARC C. MCGOVERN: Move to close public comment, Madam Chair.

COUNCILLOR E. DENISE SIMMONS: On a motion by Councillor McGovern to close public comment, Mr. Clerk, would you please call the roll?

City Clerk Anthony Wilson called the roll:

Councillor Marc C. McGovern - Yes

Councillor Jivan Sobrinho-Wheeler - Yes

Councillor Timothy J. Toomey - Yes

Councillor Quinton Y. Zondervan - No

Councillor E. Denise Simmons - Yes

Yes-4, No-1, Absent-0. Motion passes.

COUNCILLOR E. DENISE SIMMONS: Thank you, Mr. Clerk. Councillor Zondervan, have you concluded your statements

and yield the floor? Because I would like to move now to Councillor McGovern, who's not spoken and Councillor Toomey.

COUNCILLOR QUINTON Y. ZONDERVAN: Yes. Thank you, Madam Chair.

COUNCILLOR E. DENISE SIMMONS: Thank you. Councillor Zondervan yields the floor. Councillor McGovern, you have the floor.

COUNCILLOR MARC C. MCGOVERN: Uh, thank you Madam Chair. Um, you know, I would--I guess my only comment at this point is, um, I would, uh, you know, at the end of the day, all councillors are gonna be, um, you know, involved in this process in--in one way or the other.

And I certainly trust the chair to, uh, you know, include people as you've been doing in--in all these comments. I just--I hope that we, um, I don't want to wordsmith this document to death to the point that we keep delaying getting it done.

And--and moving forward, I think we need to be--we need to get this process going. Um, and so, uh, hopefully, um, you know, if--if folks, um, you know, have amendments or--or have things they want to change, we can get through

that, uh, and--and get this moving. I--I don't want folks to, as we just heard in public comment, I--I certainly don't want the impression being that only some councillors are involved in the city manager conversation and search.

Um, you know, I think that that there are only certain members that are on the committee, and--and that's true of any committee. I'm not on every committee that I want to be on and don't get to be a voting member on every committee that I want.

Um, but I do think all councillors will be involved, and as much as we can do to--to make that happen, I think we will. Um, but at the end of the day, I--I think we're better off probably getting this--getting this RFP to the appropriate departments to get it out and moving so that we can start this search and start this process.

Um, it's, you know, it's amazing how time flies, and--and pretty soon we're gonna be up against it and--and we can lose time very quickly. So, um, you know, hopefully we can get this done in one more meeting, uh, if that's necessary and move this forward.

But, uh, I'm looking forward to the discussion and I have no amendments to the--uh, Madam Chair, to what you

proposed thus far. Thank you.

COUNCILLOR E. DENISE SIMMONS: Thank you, Councillor.
Councillor McGovern yields the floor. Councillor Toomey.

COUNCILLOR TIMOTHY J. TOOMEY: Uh, thank you, uh,
Madam Chair. I just want to echo the comments of my
colleague, Councillor McGovern. And, uh, also to remember
what the, uh, the gentleman from the Collins said at, uh,
said at our last meeting was to not have the committee be a
committee of the whole.

And I think that he really had some good reasons, and
I think there was something to do with the attorney general
guidelines. I'm not sure if is in my notes I'm reading here
if that was part of that discussion too.

But he's strongly advised against it not being a
committee of the whole. So, um, you know, there's five
members of the committee and Councilman McGovern said every
committee has a certain amount of members and, you know,
and all of us are welcome the input from all of our
colleagues. This is very important decision as we move
forward.

And I think it's, you know, it's, uh, important that
we move forward together on this. And so I would, uh, not

be in favor of making this a committee as the whole Thank you.

COUNCILLOR E. DENISE SIMMONS: Uh, thank you Councillor Toomey. Councillor Toomey yields the floor, and I'll move to Councillor Carlone, followed after by the Councillor Nolan. Councillor Carlone, you have the floor.

COUNCILLOR DENNIS J. CARLONE: Thank you, Madam Chair. Um, I--I have a recommendation on one of the points made, uh, that one of the bullets. But first, uh, please keep in mind that the whole committee of five can't participate. Uh, only four will be able to participate, as it's now structured.

Um, so even your committee will lose one, at least one member. Um, the other thing I wanted to mention that the third bullet down, it talks about 15 to 20 community leaders. And it states business, community, school districts, faith community, nonprofit community, and other organizations. Well, other than school districts, um, it could be people that do not live in town.

And as I recall the last time, it was heavily business-oriented. Um, and I would suggest, even though we're going in the next bullet, going to have a residential

meeting with residents, um, there could be a 100 residents that show up for that meeting, and nobody's gonna get a chance to really say much.

I think the third bullet should include neighborhood leaders. And how that's chosen, I don't know. But we--we're elected by residents only, and, um, they need a stronger voice in this.

Um, and I would say that the majority of the business community school districts, on and on, faith community should be two thirds, three quarters residents and those organizations. Those are the people that elect us. Those are the people we work for. So thank you. I just wanted to add that.

COUNCILLOR E. DENISE SIMMONS: Thank you, Councillor Carlone. Councillor Carlone yields the floor. Councillor Nolan.

COUNCILLOR PATRICIA M. NOLAN: Thank you, Chair Simmons. Um, a couple of points. I think what's really important in this, one of the--the most important ways that we need to engage and have it be the entire council is to approve the position announcement and the recruitment brochure.

Because that will be what any candidates look at. And it wasn't clear from what was written. It said the consultant, I guess, um, you know, develops it. And it would be obviously, in conjunction or after all of this, the facilitated sessions, the public engagement process.

But I think it's critically important that that distillation of what the council is seeking in the community is seeking, which is the position announcement, will that be reviewed by the full council before it's published?

Because otherwise, um, all of the input will not, I think, benefit from ensuring that those people who have the ultimate, uh, responsibility and authority for voting on this, um, have viewed and ensured that it covers exactly what we're looking for in candidates.

COUNCILLOR E. DENISE SIMMONS: Duly noted. Did you have another question, councillor?

COUNCILLOR PATRICIA M. NOLAN: Um, yes. I think on the Screening Committee, uh, which as it was noted, could include up to, but not more than four, um, city council members. Um, the idea of representation obviously is critically important.

I think, I believe it was Ms. Keady Rawson mentioned that there were 15 or 16 characteristics that were listed as important to be represented.

And I think, I don't--I haven't seen that list, but--but I want to echo and, uh, state that I think that broad definition of representative is really important to keep in mind because there are ethnic and racial diversity, there's education levels, there's socioeconomic, there's longevity in Cambridge, there's, whether you're a renter or an owner, there's age.

There's just so many different ways in which, um, representation can be measured and should be measured. And I hope that when we develop those various ways of, um, defining representation that it spans the broadest, uh, band, and including institutional, um, uh, uh, membership as well. So--so those were the points I wanted to make, and I appreciate, um, that you're taking notes and if you include --

COUNCILLOR E. DENISE SIMMONS: Thank you, Councillor. If you put those suggestions in writing, uh, that can be available for consideration.

COUNCILLOR PATRICIA M. NOLAN: Will do. Thank you so

much.

COUNCILLOR E. DENISE SIMMONS: You're very welcome. I thank you for your input. Going to, um, phase two, advertising, candidate recruitment and outreach. Again, I want--I sent this to you, um, before, I'll send it again. The idea is we--I want your input so that we can send back to the Government Ops Committee a finalized or close to finalized draft with all these pieces together.

So I'm gonna move us through this quickly, um, so that we can have gone through it and then give you another opportunity to send your inputs so that we can have a good conversation.

So on phase two, the advertising candidate recruitment and outreach, it says, "The consultants shall place the position announcement in appropriate professional online publications, including the International City/County Management Association, National Forum for Black Public Administrators, the International Hispanic Network, and other websites. Your potential candidates might look for career opportunities in addition to public sector publications websites.

Outreach should include LinkedIn and other private

sector resources. Consultants shall develop a database of potential candidates unique to the position and to the City of Cambridge, focusing on the leadership management skills identified in phase one, as well as the size of organization and experience in adjusting challenges and opportunities also outlined in phase one.

Consultant will identify candidates by community size and geographic location, along with other factors deemed relevant by the steering committee.

Consultants shall conduct outreach to potential candidates through email and telephone contacts as appropriate."

Any input on phase two? Ms. Nolan, you still have your hand up? Please take that down because I think that you want to ask a question.

Is there any member of the committee that would like to speak on this or ask a question relative to phase two? Hearing none, we'll go to phase three. Candid evaluation and screening. This will include the follow up in steps. Consultant shall --

COUNCILLOR PATRICIA M. NOLAN: Councillor Simmons?

COUNCILLOR E. DENISE SIMMONS: Yes, ma'am.

COUNCILLOR PATRICIA M. NOLAN: May I just make a super quick comment? I'll put it in writing, but I think it's critically important we include, um, something you've been a leader on in making sure women in municipal government and women in government are also included in that list, specifically called out that we want those candidates as well.

COUNCILLOR E. DENISE SIMMONS: Thank you. And please put that in writing to me so that we can make sure it's part of the record. Ms. Keady Rawson, you have your hand up. Please take the floor. Ms. Nolan, please take your hand down. Thank you. Ms. Keady Rawson.

SHEILA KEADY RAWSON: Thank you. I just wanted to mention that last time the Preliminary Screening Committee did not get involved until after all of the, um, candidates had been chosen. So once the candidates had been gathered, they were not involved in the recruitment process at all.

COUNCILLOR E. DENISE SIMMONS: Thank you. We're gonna move to phase three. Consultant shall review and evaluate candidates' credentials considering the criteria outlined in the recruitment brochure.

Consultant shall interview the most highly qualified

kids by Zoom or FaceTime to fully grasp their qualifications and experience as well as the interpersonal skills. This is an hour long interview, asking specific questions about their experience and skillset.

This allows the consultant to ask follow-up questions and probes specific areas. It also provides a sense of their verbal skills and their level of energy for an interest in this position.

Formal and informal references to per candidate of those deemed timely qualified. And an internet search of the candidate should--uh, search of the candidate will be conducted by the consultant to further verify candidate's ability worth ethic management and leadership skills, analytical skills, interpersonal skills, ability to interact with media and areas identified for improvement.

And lastly, all resumes will be acknowledged and contacts and inquiries from candidates will be personally handled by the consultant. Ensuring Cambridge's process professional and well-regarded by all participant. Any comments or questions on phase three? Hearing none.

Phase four, which will include the following steps. Consultant will prepare recruitment report that presents

the credentials of those candidates most qualified for the position.

A binder which contains the candidates cover letter and reservation shall be prepared along with a mini-resume for each candidate, so each candidates credentials are presented in a uniform way.

Consultants will provide the Screening Committee with a lot of candidate--a log, excuse me, of candidates who applied and all resumes can be reviewed if so desired.

The consultant will meet with the Screening Committee to review the recruitment report and expand upon the information provided. The report will arrive two to three days in advance of the meeting, giving the search committee the opportunity to fulfill--to fully review it. In addition to the written report, the consultant will spend two to three hours with the search committee to bring the candidates to "life" by reviewing the telephone interview and providing excerpts from two references that will be done on the individual. Any questions on phase four? Hearing none, we're done.

Phase five will include a recommendation meeting. An interviewing process will be finalized, including the

discussion of any specific components the Screening Committee deemed appropriate.

Consultant will develop interview questions for review. Consultants will provide the Screening Committee with interview books that consist of a recruitment report. The credentials--each candidate submits a summary of each candidate's credentials, a set of questions with room for interviewers to make notes and an evaluation sheet to assist interviews and assessing each candidate skills and ability.

The Screening Committee will conduct an interview of the eight to 10 selected priority candidates, which--from which they will select four to five finalists.

So there's a eight to 10, brought down to four to five. Once candidates are interviewed or are selected--once candidates for interview are selected, additional references will be contacted along with verifications of education credentials, criminal court, credit, motor vehicle records.

Using the candidate's name and work experience, consultants will review the top 200 search results available from Google as well as his or her activity, if

publicly available on Facebook, Twitter, and other social media platforms. Employment verification--verification may also be requested.

It's recommended the finalist interviews by the city council via two-step interview process, beginning the four to five candidates interviewed the first round, following this round, two to three, second round, uh, will be selected for second round interviews.

Again, consultant will prepare a second round interview questions and evaluation sheet. Consultants would--would offer a community meet and greet options are as a means for the community to interact with and get to know the second round finals and an informal setting.

At this meeting, greet finals, will give a brief overview of themselves and answer questions from the audience.

Consultants will also work with the Human Resource Department to conduct a tour of the city facilities, interviews and department heads and elected officials. Consultants will be present for all the interviews, serving as a resource and a facilitator. Any questions, comments? Councillor Sobrinho-Wheeler.

COUNCILLOR JIVAN SOBRINHO-WHEELER: Thanks, Madam

Chair. Um, my, uh, question and comment was on that third bullet point in, uh, phase five. Um, and I don't think that council needs to be involved at--at, uh, every single step of the process. That's why we're, uh, hiring a consultant.

Um, but at that part where we are getting down to four to five finalists who are gonna come and meet the community and be very public, I want to really make sure that we're--we're not getting down to a finalist that the--the council feels is not a good final pool.

Um, and that we've put all this time and effort and are--and have a few we aren't excited about, uh, you know, all of them or, you know, are excited about, uh, any of them. Um, uh, because we wouldn't have time to go back. Um, so I would just suggest that those, uh, phases of narrowing, uh, that the Screening Committee present, uh, the field of candidates, you know, that they're proposing to narrow to the council And the council, if it feels like those four to five candidates and those eight to 10 candidates, it's not a good pool, we can ask them to go back and present a different pool.

Um, so I can put--uh, suggest specific language, uh,

for that for our next meeting. But would--would just suggest that, you know, it's not blindly, you know, sort of to the full council just four to five people and we're--we're stuck that we have a chance to say, "Nope, we--we want to do over here. This isn't, um, a good enough final pool. Please go back and--and present another, uh, field of candidates here."

COUNCILLOR E. DENISE SIMMONS: So what are you saying to me, Councillor? You're saying if we get down to the eight or 10 finalists?

COUNCILLOR JIVAN SOBRINHO-WHEELER: I'd suggested both of those phases that, you know, when--when they get down to eight to 10, they present those folks. We can go into executive session if need be, and--and present the eight to 10 people.

And if there's no women, or people of color, or there's just one or two, we say, "Nope. Sorry, that's not good enough. Come back with a different eight to 10 and then we can say, 'Okay, that looks good. Narrow it down again.'"

And we could do that same process at four to five and it wouldn't have to take that much time. But when we're

getting to these really small pools, we--we should make sure that these are pools we're excited about before we get to the--the final four people and then we're sort of stuck.

COUNCILLOR E. DENISE SIMMONS: So I think I understand it conceptually, but I don't know if it works, um, I don't know if it works. Um, Mr. Gold--Attorney Goldberg is with us. I think he wants to weigh in on this. I'm going to give the floor to him to, I think respond to you, Councillor. Attorney Goldberg, you have the floor.

ATTORNEY ARTHUR GOLDBERG: Thank you, Madam Chair. Um, yeah, I just wanted to remind the council about the Open Meeting Law, and that one of the primary reasons that you would have a Preliminary Screening Committee is to keep the candidate's confidential until the final round.

So once the city council is informed of, say, the eight to 10 candidates, that could not be done in executive session.

Um, because if the council's gonna look at those and discuss them, then you're--you're--it's really something the preliminary screening would have to do if you wanted to keep those, uh, applications confidential.

What you could do is something like, as Councillor

Sobrinho-Wheeler suggested, if you get the four to five finalists, and let's say, you don't like any of them, you could then vote and ask the Screening Committee or the consultant to come back with different people. But--um, and that way you're not, uh, making anybody public, uh, who you wouldn't be considering as a finalist.

COUNCILLOR E. DENISE SIMMONS: Uh, thank--thank you Attorney Goldberg. The other thing I do want to say to my colleague, and I--I certainly share your interest in around having a good pull. I think the hiring the consultant's the key to that.

If we are very clear with who--whatever consultant that we hire that we're looking for a diverse pool of qualified candidates, I would shift to think that the consultant would bring us back less than that.

Uh, but what--what Attorney Goldberg is also suggesting, and I have seen this, where you've seen a pool and maybe the pool wasn't as rich as you wanted, you didn't throw the pool out exactly.

But I think you might save if you're at the--you might save that pool of eight to 10, um, you go back to the consultants, could you enrich this pool as opposed to

saying, "We'll get rid of all eight to 10 and let's start over." Because I don't know--I don't know how you--I actually don't know how you could do that. But I--I would be certainly interested in hearing more about that, Council.

But I--I hear what you're saying. I'm just trying to figure out how you make that work when you're that far down the road, uh, in the process. If you --if you've have a 100 candidates and they've all applied and you get it down to eight and 10, and you've said, assuming that we do this, "Thank you for applying but you weren't chosen." Who are you gonna go back to? That one of the 92 that you said, "Go fish."? I'm just, you know, I think there's some difficulty in that.

Now, just you're saying, "Okay, we didn't get the pool we want, so we're gonna start the process over." I mean, I'm certainly, I think there's some room for conversation trying to get to where you're going without, I can't think of the--the word, um, corrupting the process in such a way that, not only do we not get a candidate, let's say a second by the apple, but people are resistant to apply because they don't wanna--Um, I think positions that are at

this higher level, it's, um, very, I think, anonymity is extraordinarily important, um, in the application process.

But let's talk--let's, um, I'll reminisce your language, Councillor. We're supposed to be getting together about the RFP process. Let's--let's tease it out a little bit more. I respectfully ask you to yield the floor. And then--Councillor?

COUNCILLOR JIVAN SOBRINHO-WHEELER: One, uh, quick follow up question to--to Mr. Goldberg?

COUNCILLOR E. DENISE SIMMONS: Sure. Councillor, go forward.

COUNCILLOR JIVAN SOBRINHO-WHEELER: Thank you. Um, yeah, Mr. Goldberg, I was just trying to--to make sure I understood the Open Meeting Law piece here.

And I guess the--the two pieces of it that I'm a little confused about are why Open Meeting Law doesn't, um, apply to the Screening Committee and--and just the--the nuances of that.

And then two, I was looking at the--the list of exemptions, uh, for Open Meeting Law and one is, um, to conduct strategy sessions in preparation for negotiations with non-union personnel.

Um, and it's my understanding that the city manager is non-union personnel. So it seems like that exception would apply here. I guess, could you elucidate if that's the--the detail on that?

ATTORNEY ARTHUR GOLDBERG: Sure. Uh --

COUNCILLOR E. DENISE SIMMONS: Attorney Goldberg.

ATTORNEY ARTHUR GOLDBERG: Through you, Madam Chair. Thank you. Um, so the, uh, Preliminary Screening Committee is specifically discussed in the Open Meeting Law. Um, and what they can do is go into executive session to conduct preliminary screening of candidates, uh, including interviewing and so on.

So, and the Attorney General has interpreted that exemption such that they say that you cannot have a quorum of the parent body, being the City Council, as members of the Preliminary Screening Committee.

So you could have up to four members of the council on the Preliminary Screening Committee, and they can still go into executive session to discuss candidates, um, but you can't have more than that. And that's a specific exemption in the Open Meeting Law for, uh, Preliminary Screening Committees.

The other, um, exemption you mentioned, and--and I'll just say also for Preliminary Screening Committees, they are supposed to convene in open session like any other public body, and then they vote to go into executive session each time to conduct the candidate interviews and discussions.

So, um, they do have to do that. Um, the--the other exemption you mentioned, which is, uh, it's not really an exemption, but a reason for going into executive session, um, to conduct the strategy sessions for negotiating. Typically, the council will do that when it has determined who the--who the winner is, really, and they want to negotiate the terms of the contract.

Um, so they will go into executive session to discuss, "Well, how much are we going to pay? What benefits are we going to give, um, to this individual?" So the council does use that executive session reason typically, kind of at the final stage.

COUNCILLOR JIVAN SOBRINHO-WHEELER: Okay, thank you. Yeah, I think that's--that's helpful. I'm just wondering if we can use it one step earlier. And, uh, that's so that if we have 10--10 candidates and we don't want to reveal their

names, but we feel like those--those 10 or those five aren't good enough, that we could go into executive session as a council to say, you know, go back to a 100 and expand this a little bit, and--and use executive session that way. And it seems like it would fall under the same thing. But--but we can discuss, um, more offline, so I'll--I'll yield.

COUNCILLOR E. DENISE SIMMONS: Thank you, Councillor. And--and just to reiterate, uh, and this may fall a bit on you and I, I think it really depends on who we hire, what we get in terms of the outcomes.

So if we are very good at retaining a consultant firm--search firm, and we are very clear what our expectations are and what we're looking for, you know, um, I don't know if you just sort of put this in writing, but you say, "I want to see, if we have 12 candidates, I want half of those candidates to be people of color will qualify. And we're paying you the money to do that."

I think if we're very clear about that, the issue that you're--you're talking about, which is an important one, should not be the issue. That's my--my help, Councillor. So if you yield the floor, I will now move to Councillor Carlone. Councillor Carlone, you the floor.

COUNCILLOR DENNIS J. CARLONE: Thank you, Madam Chair. Building on what Councillor Sobrinho-Wheeler was asking about, it seems to me that the consultant could do a summary page without names or any identifying material of each of the eight to 10 preliminary picks.

So we have a cross section, and, you know, it's not going to be perfect, but then we can review that as a group and suggest six are superior, or six meet our standards. And when I say our standards, I mean all of our standards, what we asked about.

It's not gonna be necessarily the four to five that they choose, but it certainly might make a difference on one or two of the selections.

And I think, well, Attorney Goldberg has joined me, so maybe I overstepped what I thought was legal. Um, but that would be a way to sort of pre, not approving, but knowing that it's in good hands, I guess is what Councillor Sobrinho-Wheeler wants to ensure.

COUNCILLOR E. DENISE SIMMONS: Well, it's certainly an interesting compromise, Councillor, but let's see what our attorney has to say. Mr. Goldberg

ATTORNEY ARTHUR GOLDBERG: Thank you. Um, I--I just

wa--what you're suggesting is not beyond the bounds of the law. In fact, the Council does not--is not required to even have a Preliminary Screening Committee. But the issue is more what level of confidentiality do you want to assure the applicants of.

So if a list like that without names goes to the council, the council discussion would have to be an executive--in open session. So, you know, if people could be identified based on--on that list, you know, they might feel less willing to participate in the process to begin with.

So it's really, you know, up to the council what level of confidentiality you want to try to assure people of. Um, and generally, I don't--I've heard this through others, uh, generally the more confidentiality you can promise, the--the more applicants you'll get.

COUNCILLOR DENNIS J. CARLONE: Well, I'm talking about confidentiality, how to maximize it. And it's more what this person brings. And I agree when it comes to certain characteristics, we have to be careful, because of the identification.

But at least we would have a sense of what it is. And

I--I agree with Councillor Sobrinho-Wheeler. We want to make sure it's--it's somebody we've in the group that we feel addresses the issues that we put forward. I know it's a tricky thing. I'll be quiet now.

COUNCILLOR E. DENISE SIMMONS: Thank you, Councillor. You don't have to be quiet. But if you'll yield the floor, will be very nice.

COUNCILLOR DENNIS J. CARLONE: For you, I'll yield the floor.

COUNCILLOR E. DENISE SIMMONS: Thank you. You're such a gentleman. Uh, if there's no further discussion, we're going to now move to the appointment of candidate, uh, and then the recruitment schedule.

So in terms of the appointment of candidate, the consultant will assist the city council as much as requested with the salary and benefit negotiations and drafting the appointment agreement.

Consultant will notify all applicants of the final appointment, including professional background information on the successful candidate.

And then they'll go into the recruitment schedule, which is a detailed recruitment schedule, shall be--should

be provide the Government Ops Committee in phase one. And this committee should receive regular reports from the consultant and monitor the timetable to ensure any approvals that may be needed or granted.

The recruitment and selection process should be expected to take 18 to 20 weeks, from the time the contract is signed until the candidate is appointed. Consultants should be prepared to work with the city on a shorter process, if that is desired.

Then we have outlined the overall process that we should strive to follow, milestones and deliverables. Is there any discussion on that? Hearing none, then what I would, um, like to then say, in conclusion is, uh, this is going to go--this document --

COUNCILLOR QUINTON Y. ZONDERVAN: Madam Chair.

COUNCILLOR E. DENISE SIMMONS: Yes. If I may finish, Councillor. Uh, this document is going to, with the red line, is gonna go back to Government Ops, uh, for your perusal. I think we sent it to everyone, did we not? I don't know.

Uh, will go back to Government Ops at a minimum for your perusal at a meeting that has already been scheduled

so that we can flesh this out. In the meantime--in meantime, or during that time, it's my hope and I don't know, Councillor Sobrinho's will have scheduled, nor do I want to put him on the spot.

We will try to have a conversation between the two of us and with this RFP process would look like. But I would hope, I could only press my colleagues to send your information, your--your interests, your changes or ideas to us so that these meetings are purposeful. Councillor Zondervan.

COUNCILLOR QUINTON Y. ZONDERVAN: Thank you, Madam Chair. I apologize. I was not fast enough on the draw there. Um, in where it says, uh, the third item, which 9 through 12 consultant recommendation to Preliminary Screening Committee.

That seems to be the only place where it's referred to as preliminary. So I--I just wanted to clarify. In the discussion, people have also said preliminary.

So I'm just trying to clarify that is the same Screening Committee and--and if so, then we should just remove that word 'preliminary' or insert it everywhere we refer to it.

COUNCILLOR E. DENISE SIMMONS: So you need further definition of preliminary versus just straight Screening Committee. Is that what you're saying, Councillor?

COUNCILLOR QUINTON Y. ZONDERVAN: Yes. Thank you, Madam Chair. This is the only--only reference that said preliminary, so that's why I get confused.

COUNCILLOR E. DENISE SIMMONS: Thank you, Councillor. Any other discussions, thoughts? Hearing none. I want to thank you. I really do appreciate. This is very important work. It's good work. I do, uh, thank each of you, particularly those that are not appointed members of this committee for being here and I do appreciate your input.

I will be, again, meeting with Councillor Sobrinho-Wheeler. We're gonna meet so much, Councillor. [inaudible 1:27:29] as a tax deduction.

Uh, but I'll also be touching bases with our solicitor, um, and or her staff as well as Sheila Keady Rawson to put a little bit more meat on the bones so that we can move this forward in--in a well but expeditious fashion. If there's no further discussion, I would like to entertain a motion to adjourn.

COUNCILLOR JIVAN SOBRINHO-WHEELER: So moved

COUNCILLOR E. DENISE SIMMONS: On a motion by Councillor Sobrinho-Wheeler to adjourn, Mr. Clerk, would you please call the roll?

City Clerk Anthony Wilson called the roll:

Councillor Marc C. McGovern - Yes

Councillor Jivan Sobrinho-Wheeler - Yes

Councillor Timothy J. Toomey - Yes

Councillor Quinton Y. Zondervan - Yes

Councillor E. Denise Simmons - Yes

Yes-5, No-0, Absent-0. Motion passes.

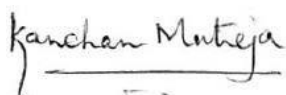
COUNCILLOR E. DENISE SIMMONS: Thank you. Goodnight.

The Cambridge City Council Government Operations, Rules, and Claims Committee adjourned at 6:58 p.m. approximately.

C E R T I F I C A T E

I, **Kanchan Mutreja**, a transcriber for Datagain, do hereby certify: That said proceedings were listened to and transcribed by me and were prepared using standard electronic transcription equipment under my direction and supervision; and I hereby certify that the foregoing transcript of the proceedings is a full, true, and accurate transcript to the best of my ability.

In witness whereof, I have hereunto subscribed my name this 20th day of June 2023.

A handwritten signature in cursive script that reads "Kanchan Mutreja". The signature is written in dark ink and is positioned above a horizontal line.

Signature of Transcriber

Minutes Acceptance: Minutes of Jul 12, 2021 5:30 PM (Committee Reports)

A communication was received from Councillor Simmons, transmitting a memorandum regarding the City Manager search.

A communication was received from Councillor Simmons, transmitting a memorandum regarding possible scope of work for Consultant-Led City Manager search.