

# City of Cambridge, Massachusetts

## Director of Traffic, Parking & Transportation (TP&T)

# *Profile*



**EDWARD J. COLLINS JR. CENTER FOR PUBLIC MANAGEMENT**  
JOHN W. MCCORMACK GRADUATE SCHOOL OF  
POLICY AND GLOBAL STUDIES  
UNIVERSITY OF MASSACHUSETTS BOSTON

## Introduction

The City of Cambridge has retained the services of the Edward J. Collins Center for Public Management at the University of Massachusetts Boston to assist it in its search for a Director of Traffic, Parking and Transportation. The Center is a part of the John W. McCormack Graduate School of Policy and Global Studies.

## Background on the City of Cambridge

Cambridge is just 6.2 square miles in area with a multi-cultural population of 105,000, and a vibrant commercial sector that employs well over 100,000 people. The City has a sound fiscal base and is committed to sustainable transportation policies and programs that encourage varied and innovative ways to meet the mobility needs of the City while building a vibrant human scaled city. The TP& T Department was created by a home rule petition to the State Legislature in 1961.

Well known as the home to Harvard and MIT, it is also home to many high-tech and biotechnology firms as well as for profit and non-profit research institutes. The City is governed by a nine-member City Council elected through a proportional representation system, one of the few in the US. The Mayor is chosen by the Council and serves as the Council's presiding officer. Executive power is fully vested in the City Manager who appoints subordinate officials, including the Director of TP&T.

The City has a long tradition of stability in its Executive Office. Mr. Richard Rossi, the present City Manager has served in that office since 2013 after having served as the Deputy City Manager for 32 years. Mr. Rossi's predecessor served as City Manager for 32 years. The stability of top management in Cambridge has enabled the City to build a cadre of well-regarded professional department heads. The current Director of TP&T is expected to retire late in 2014 after 20 years in the position.

## Organizational Design and Governance of the Department of TP&T

In the 1960s, the City saw the need to create a professional and comprehensive approach to traffic and parking. Through a special act of the legislature, the City established a Department of Traffic and Parking responsible for traffic and parking regulations, enforcement, and operations. This statute (Chapter 455 of the Acts of 1961) may be found on the Collins Center website.

The Department oversees public parking and transportation operations and actively promotes walking, bicycling and transit. The Department's responsibilities include pavement markings, signals, street permits, planning, traffic studies, parking regulations and signage, metered parking, off-street public parking, collection and adjudication of parking tickets and resident permit parking. The Department has 80 positions, most of which are included in collective bargaining units.

## The Director of Traffic, Parking and Transportation

The Director has complete responsibility for the policy and operational management of the city's public parking and transportation operations. This responsibility is exercised through the Department's divisional operations, through the Director's collaboration with other City departments, most notably the Community Development Department, the Public Works Department and the Police Department, through collaborative planning efforts with adjacent municipalities, and through collaboration with regional and state transportation entities. The Department's efforts are focused on all modes of transportation, including: bicycling, walking, transit, and all other vehicles.

Cambridge is strongly committed to sustainability. Transportation policy and programs are key elements of the City's strategy to achieve this



goal. The transportation agenda includes growing the use of the sustainable transportation modes – walking, bicycling, transit. Significant development occurs in all of the City’s commercial and residential neighborhoods. The Department has a regulatory responsibility to approve traffic studies required for large developments. The Director’s role is a critical element in both maintaining residents’ quality of life and in fostering sustainable development in the City with minimal automobile impacts and strong support for the sustainable modes. The Director is expected to assist the City in creating a more sustainable model of urban life and governance through the thoughtful exercise of the Department’s regulatory power, planning mandate, and traffic engineering.

Extensive information about Cambridge and the TP&T Department is available on the City’s website: [www.cambridgema.gov](http://www.cambridgema.gov).

## Challenges for the Director

- **Evaluating the staffing structure, organizational systems and procedures. Sustaining the current strengths and building for the future.** The current divisional and staffing structure has incrementally developed over the last three decades. The new Director is expected to take a fresh look at the current staff resources and structure and current needs and opportunities facing the City and make recommendations to the City Manager to strengthen the Department’s capabilities. Similarly, the Department’s electronic and non-electronic systems require a fresh look to properly prepare and ensure the Department’s success over the next ten to fifteen year period.
- **Earning the respect and support of subordinates, peers and key opinion leaders and the public.** The new Director’s substantive knowledge, personal style, and communication skills will play a key role in reaffirming and strengthening the reputation of the Department.
- **Maintaining and strengthening credibility with the City’s collaborators in transportation planning and management.** Managing and planning for the City’s parking and transportation operations is a collaborative enterprise among government, the private and non profit sector, and Cambridge citizens. Cambridge is home to many well-organized and established citizen groups, some focused on specific issues and others focused on particular neighborhoods. The Director must be capable of proactively engaging with these constituencies on transportation issues.
- **Engendering, at all levels in the Department, a sense of stewardship of public resources and trust.** The Director needs to convey, through actions, personal demeanor and formal directives, that Departmental staff are stewards of public assets.
- **Enhancing and sustaining a customer service orientation at all levels in the Department.** The Director needs to foster staff buy-in to the Departmental core mission of providing high-quality customer service to all residents, businesses, and institutions.

## The Ideal Candidate

The Ideal Candidate is a professionally seasoned public manager or seasoned engineering professional who has a demonstrated record of effectiveness in public organizations. A candidate needs to:

- Demonstrate unquestioned integrity in interactions with all stakeholders in the Department.
- Establish an organizational culture of continuous improvement that will result in the Department sustaining its reputation as an exemplar of best practice in urban transportation management.

- Firmly exercise control of the Department's finances, including both the revenue and expenditure components of the budget.
- Ensure that all the Department operations have a multi-modal orientation and make substantial contributions to the success of the City's transportation sustainability agenda.
- Assist City Officials' understanding of the short and long term implications of City transportation policy decisions.
- Demonstrate an understanding of the daily transportation issues that residents, employees and employers face.
- Make personnel decisions that align staffing with the organization's evolving needs.

The ideal candidate is a seasoned public manager with strong transportation planning and operations experience. A Bachelors degree in Urban Planning, Public Administration, Engineering or a closely related field, and the knowledge typically gained through a Master's program or professional degree program in a relevant field, and seven to ten years of public management experience in a complex urban environment is preferred. Significant work experience involving traffic, transportation and urban planning is an essential prerequisite, as is management experience in a complex organizational environment. The successful applicant will possess a combination of technical skills, organization management skills, and leadership skills and be at home with the City's highly professional collaborative style of decision-making.

The selected candidate must possess qualifications required for associate or full membership in the Institute of Transportation Engineers.

The City's official job description for the position is posted on the Collins Center website.

## The Selection Process

The Collins Center will recruit, perform initial assessments of candidates, and provide a preliminary short list to the City. The City will conduct in-person or telephone interviews to identify finalists. All applications received by the Collins Center will be provided to the City. The City Manager will extend the offer of employment to the selected candidate. A decision is expected in late fall 2014.

## Salary and Compensation

The City will negotiate salary and conditions of employment depending on qualifications. The direct salary of the retiring incumbent is 128K. The City offers an exemplary benefit package.

## How to Apply

Please send your resume with a cover letter addressing the job requirements to this email address: [umb.recruitment@gmail.com](mailto:umb.recruitment@gmail.com). **Cambridge\_TP&T** must be in the subject line. Applications should be submitted by November 1, 2014.

Please combine all of your documents in a single file, if possible. PDF format is preferred. Should you have any questions regarding this opportunity, or a recommendation of a colleague, please contact: Richard Kobayashi, Senior Associate, (617 489-8812) or Mary Aicardi, Associate (508 215-8992).

*To learn more about the Edward J. Collins Jr. Center for Public Management at UMASS Boston, please visit: [www.collinscenter.umb.edu](http://www.collinscenter.umb.edu)*