



# City of Cambridge

## Executive Department

**YI-AN HUANG**  
City Manager

CMA 2023 #64  
**IN CITY COUNCIL**  
February 27, 2023

Please find attached the 2023 Goals and Metrics for the Annual City Manager Performance Review. Incorporated are edits from the February 16, 2023 Special Meeting to discuss the Annual City Manager Performance Review Goals and Metrics.



## City Manager Performance Review Process

- By February 28, the City Council and City Manager will approve annual goals, the performance evaluation process and timeline, and a template for performance assessment with defined evaluation metrics
- By March 31, the Mayor will designate a City Manager Performance Evaluation Ad Hoc Committee with a chair to coordinate the process
- By July 31, the Ad Hoc Committee Chair will meet with the City Manager to review goals as an opportunity for a mid-year check-in
- By September 30, an outside, independent vendor will perform a climate survey of all City employees
- By November 15, an outside, independent vendor will collect feedback from the City Manager's direct reports and senior leadership team. This will include the Deputy City Manager, Assistant City Managers, City Solicitor, Chief of Equity and Inclusion, Chief People Officer, Chief of Staff, Chief Public Health Officer, Police Commissioner, Fire Chief, etc.
- By November 15, the City Manager will submit a self-review to the Ad Hoc Committee which will be provided to the full Council
- By November 30, the Chair of the City Manager Performance Evaluation Ad Hoc Committee will gather feedback from the City Council using the evaluation template on the City Manager's performance based on the agreed upon performance categories and goals
- The Chair of the City Manager Performance Evaluation Ad Hoc Committee will write a consolidated review of the employee Climate survey, 360 reviews and input from the City Councilors based on the performance template
- By December 20, the City Manager Performance Review will be delivered to the City Manager in a Special Meeting of the City Council. The written review will be provided to the City Manager at least 48 hours in advance of the open session.
- There will be an opportunity for the City Manager to respond both verbally during open session and in writing afterwards if desired

City Manager Overall Performance Assessment

The City Council will provide an overall rating and high-level summary that synthesizes feedback on performance.

Overall Rating	Rationale

4=Exceeds Expectations, 3=Met Expectations, 2=Partially Met Expectations, 1=Did Not Meet Expectations

Areas of Strength and Accomplishment	Areas for Growth and Development

## City Manager Performance Categories

Ratings: 4=Exceeds Expectations, 3=Met Expectations, 2=Partially Met Expectations, 1=Did Not Meet Expectations

Area	Rating	Rationale
<b>Leadership:</b> Effectively carry out the vision and direction set by the City Council including through development of goals and strategies as well as work closely with the Council to lead the City through significant events and crises		
<b>City Council Relationship:</b> Establish a collaborative and transparent working relationship with the City Council		
<b>Management:</b> Develop a strong City organization that has the people, processes, and systems to deliver on day-to-day operations and existing and new initiatives		
<b>Community Engagement:</b> Proactively communicate with the community, and create a range of opportunities for all stakeholders and residents to provide input and feedback, particularly communities whose voices are not typically heard by City Hall		
<b>Culture:</b> Define and establish a healthy culture across the City that fosters collaboration, trust, empathy, and effective and efficient decision making		
<b>ADEI:</b> Advance anti-racism, diversity, equity, and inclusion efforts across the City, including strategy, organizational culture, HR, policy development, and service delivery		
<b>City Operations:</b> Oversee effective delivery of resident services including day-to-day operations, maintaining city infrastructure, and major capital projects		
<b>Fiscal Management:</b> Provide effective financial management and oversight of the budget, ensuring fiscal stability while allocating resources to meet community needs		

## City Manager Goals

The City Manager will report results against each goal as part of the self-assessment submitted by November 15.

### Measures

Area	Description / measurement
Leadership	On-track to implement universal pre-K by fall 2024 in close collaboration between City and School leadership teams
	On-track with action plan to address police reform in response to the death of Arif Sayed Faisal in January 2023
City Council Relationship	Implement CM performance review process with finalized details before March 2023 and review delivered in December 2023
	Work with Council to establish and finalize process for Council-City goal setting to begin January 2024 in new term
Management	Hire key senior leadership positions (e.g., Chief of Staff, Chief of Strategy and Implementation, Chief of Equity and Inclusion, Chief People Officer, Director of Emergency Management)
	Create management and organizational structure that supports improved coordination and implementation of City priorities
Community Engagement	Hire Director of Community Engagement and update community engagement approach with greater consistency across departments and sharing of best practices
	Hold nine regular resident meet and greets across different locations and parts of our community
	Resident survey performance of >60% Excellent/Good on 2023 survey for overall performance of City government
Culture	Implement annual employee engagement and satisfaction survey
	Hold nine City staff meet and greets
	Begin implementation of goal setting and annual performance reviews for the senior management team in 2023 and establish plan for annual performance reviews across the City in 2024
ADEI	Create an equity and inclusion framework and updated goals and workstreams that increase equity, access, and inclusion for City staff and community
City Operations	Hire new Department Heads at DPW, ISD, Water and TP&T
	Review and update hybrid telework plan 2.0, including staff survey
Fiscal Management	Implement greater City Council input during the FY24 budget development process, including the following Finance Committee meetings prior to formal submission of the budget: 1) City Council budget priorities, 2) Capital budget, 3) Operating budget, 4) Police budget
	Maintain strong fiscal position and AAA bond rating