



# City of Cambridge

## Executive Department

**YI-AN HUANG**  
City Manager

CMA 2026-87  
**IN CITY COUNCIL**  
April 13, 2026

To the honorable, the City Council:

Please find attached updated City Manager goals incorporating feedback from the Government Operations, Rules & Claims Committee meeting on March 24, 2026.

Very truly yours,

Yi-An Huang  
City Manager



## City Manager Performance Review Process

- 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. The Chair of Government Operations will coordinate the process.
- In June, the Mayor will call a Special Committee of the City Council chaired by the Chair of Government Operations for a mid-year check-in.
- By Fri, November 13, the following will be provided to the Chair and the full City Council:
  - The City Manager's self-review
  - The results of the annual resident survey
  - The results of the 2026 employee engagement survey
  - Feedback from the City Manager's direct reports and senior leadership team
- By Fri, Dec 4, the Chair 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 will write a consolidated review using the evaluation template that synthesizes the themes and key points across the City Council's individual reviews
- By Fri, December 18, 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

### City Administration

Area	Rating	Rationale
<b>Leadership and Management:</b> Respond to significant events and crises, and develop the people, processes, and systems that make a strong City organization		
<b>City Operations:</b> Oversee the 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 investing in community needs and priorities		
<b>Community Engagement:</b> Proactively communicate and engage with the community, particularly residents whose voices are not typically heard by City Hall		
<b>Culture and ADEI:</b> Establish a healthy culture across the City that fosters collaboration, trust, and empathy; advance anti-racism, diversity, equity, and inclusion across City policies, operations, and initiatives		

### Council Collaboration

Area	Rating	Rationale
<b>Council Priorities:</b> Collaborate with the City Council on setting priorities; effectively develops strategies and implement initiatives		
<b>Council Relationship:</b> Establish a collaborative and transparent working relationship with the City Council		

## City Manager 2026 Administrative Goals

The City Manager will report results for each goal as part of the self-assessment

Area	Description / measurement
Key Initiatives	<b>IT Modernization / Enterprise Resource Planning (ERP) Upgrade:</b> Establish a multi-year IT plan for upgrading the City’s digital infrastructure, including addressing our existing PeopleSoft ERP which was last upgraded more than 20 years ago
	<b>Municipal property portfolio plan:</b> Work with the City Council to develop a prioritized plan across the municipal property portfolio that addresses long-term administrative and operational needs, invests in community priorities, and is fiscally responsible
	<b>Emergency management planning:</b> Formalize city-wide incident command structure and plan for annual training and exercises
	<b>Performance Reviews:</b> Expand performance reviews across non-union staff for calendar year 2026
	<b>Board and Commissions:</b> Plan and launch a review of Boards and Commissions ordinances to develop recommendations for the City Council, implement standardized agenda and minute-posting procedures, and improve membership recruitment and data-management practices
Measures	Achieve compliance with established service level agreements (SLAs) for operating department requests in SeeClickFix at an 80% level or above in the top 30 request categories
	Conduct employee engagement survey, targeting: Response rate of >50% Likelihood to recommend of >80% Confidence in direct supervisor >80% Confidence in senior staff/leadership >70% Confidence in Council/elected officials >50%
	Maintain strong fiscal position and AAA bond rating
	Resident survey performance of >65% Excellent/Good on 2026 survey for overall performance of City government