



# City of Cambridge

## Executive Department

**YI-AN HUANG**  
City Manager

CMA 2024 #96  
**IN CITY COUNCIL**  
May 6, 2024

To the Honorable, the City Council:

Please find attached the 2024 Goals and Metrics for the Annual City Manager Performance Review. Incorporated is feedback from the April 12, 2024 Government Operations, Rules & Claims Committee meeting.

Very truly yours,

Yi-An Huang  
City Manager



## City Manager Performance Review Process

- By May 15, 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 Mayor will designate a City Manager Performance Evaluation Committee with a chair to coordinate the process.
- By August 30, the Chair will meet with the City Manager to review goals as an opportunity for a mid-year check-in.
- By November 15, the following will be provided to the Chair and the full City Council:
  - The City Manager's self-review
  - The results of an annual city staff climate survey
  - The results of an annual resident survey
  - 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 30, 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 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 2024 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	Prioritize key initiatives against Council goals and provide regular updates
	Engage on regional priorities and advocate on behalf of the City to the state administration and legislature
City Council Relationship	Collaborate with Mayor and Council to facilitate Council goal setting
	Establish an improved process and system for coordinating awaiting reports with the City Council
Management	Hire Chief Climate Officer and establish sustainability office to continue critical climate work included in the Net Zero Action and Resilient Cambridge plans
	Develop HR roadmap that will guide a multi-year plan for implementing improved systems and processes that will serve, develop, and empower city staff
	Complete annual performance reviews for the senior management team and expand training and performance review process to a broader group of non-union staff
Community Engagement	Hire Director of Community Engagement and update community engagement approach with greater consistency across departments and sharing of best practices
	Resident survey performance of >60% Excellent/Good on 2024 survey for overall performance of City government
Culture	Implement annual employee engagement and satisfaction survey
	Establish monthly Leadership Together meetings to improve communication, feedback, and connection across the city organization
ADEI	Establish the American Freedman Commission as a new city department in line with the 2023 ordinance
	Establish Antiracism, Equity, and Inclusion (AEI) Advisory Council to provide input and collaboration on the City's AEI strategy and promote inclusive practices and leadership across departments
City Operations	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
Fiscal Management	Implement greater City Council engagement in the budget development process, including Finance Committee meetings prior to formal submission of the budget regarding: 1) operating budget, 2) capital budget, 3) police budget, and 4) ARPA program
	Maintain strong fiscal position and AAA bond rating
	Finalize ARPA contracts and amendments with all funding obligated