



# CITY OF CAMBRIDGE

CITY COUNCIL  
AGENDA • DECEMBER 10, 2024

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Special Meeting

Sullivan Chamber

12:00 PM

Cambridge City Hall, 795 Massachusetts Ave, Cambridge, MA 02139

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## **THE CITY COUNCIL SHALL HOLD A SPECIAL MEETING TO REVIEW THE CITY MANAGER'S EVALUATION**

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A communication was received from Councillor Toner, transmitting the meeting agenda.

A communication was received from Councillor Toner, transmitting the City Manager Performance Review.

# Special City Council Meeting for Purpose of Discussing City Manager Evaluation

**December 10, 2024**

**12:00PM to 2:00PM**

1. Public Comment
2. Review and Discussion of Evaluation
3. Vote to forward Final Evaluation and other recommendations to December 16<sup>th</sup> City Council meeting

## City Manager Performance Review Process

- By April 30, 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 Ad Hoc Committee with a chair to coordinate the process.
- By August 30, 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 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	Successful launch of universal pre-K in fall 2024 through close collaboration with City and School leadership
	On-track with action plan to address police reform in response to the death of Arif Sayed Faisal in January 2023
	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	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 2023 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 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 input during the FY25 budget development process, including the following Finance Committee meetings prior to formal submission of the budget: 1) City Council budget priorities, 2) operating budget, 3) capital budget, 4) police budget
	Maintain strong fiscal position and AAA bond rating

## 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
<b>3.29</b>	<ul style="list-style-type: none"> <li>• The City Manager is a collaborative leader who has a strong work ethic and has brought a new perspective to the work of the city.</li> <li>• The City Manager has done well in developing positive working relationships with the Council, Senior Staff and community and business leaders.</li> <li>• He has worked to improve communications with the council and throughout the organization.</li> <li>• He is learning to effectively balance his authority as City Manager and need to be in consultation with the City Council working to support requests that are reasonable and he believes are viable.</li> <li>• City Manager has been increasing his engagement with regional and state leaders on regional issues.</li> </ul>

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
<ul style="list-style-type: none"> <li>• Transparency and data driven in his in his decision making.</li> <li>• Has established a positive working environment among senior staff and employees generally based on feedback surveys.</li> <li>• Improved response time to City Council policy requests.</li> <li>• An increased presence in the community.</li> <li>• Hiring community Engagement, Climate Chief, and implementing Universal Pre-K</li> <li>• Increased leadership and visibility in regional and state level discussions.</li> <li>• He works with the Council when he finds the requests reasonable and viable</li> </ul>	<ul style="list-style-type: none"> <li>• Continue to work on improving community outreach.</li> <li>• Ask that he and his staff be more direct and assertive with the council when they feel strongly about a decision. But also, that the City Manager overrule department heads where appropriate. There are times that the council finds itself defending decisions that are counter to the overall needs of the city.</li> <li>• The City Manager should continue to review programs and positions for their efficacy and return on investment. He should feel confident in bringing recommendations to the council for streamlining and reductions moving forward if he determines they are in best interest of the city and our operations.</li> <li>• Updates regarding regional and state level activities.</li> <li>• Updates regarding Harvard PILOT negotiations and union negotiations, especially on things like implementing body cameras or when negotiations are ongoing such as the current library negotiations.</li> <li>• With the addition of new staff and positions and departments it would be helpful to have an updated organizational chart.</li> </ul>

## 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>3.07</b>	<ul style="list-style-type: none"><li>• The process this year to set goals was productive and has allowed the City Manager and his senior staff to make progress towards identified priorities in housing, budgeting, city operations. In the future, however, goals should be more specific and measurable.</li><li>• The City Manager has stepped into a broader leadership role with neighboring communities and the state and participates in discussions to tackle regional problems like transportation, housing, and opioid addiction. Improve communications with council about updates relating to these activities.</li><li>• Delivered on launching new programs – Universal Pre-K and CARE.</li></ul>

Area	Rating	Rationale
<b>City Council Relationship:</b> Establish a collaborative and transparent working relationship with the City Council	<b>3.37</b>	<ul style="list-style-type: none"><li>• The City Manager has done a good job of navigating differing priorities among Council members. It is difficult to meet everyone’s needs, however, he has done well in staying focused on Council priorities and balancing the long-term goals with the immediate needs of the Council and City.</li><li>• The City Manager has been transparent in his decision making processes and provides regular updates on progress towards goals through new awaiting reports status updates.</li><li>• He approaches his work with a spirit of collaboration and respect.</li></ul>
<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>3.14</b>	<ul style="list-style-type: none"><li>• The City Manager has been actively hiring staff and building systems of support and accountability to assist employees in carrying out the city’s priorities. This is especially notable in the areas of Human Resources, the development of performance reviews and staff training.</li><li>• City Manager needs to work with his new HR team to address employee grievances and work to attract and retain top talent.</li></ul>
<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>3.14</b>	<ul style="list-style-type: none"><li>• The City Manager has improved in communications employing multiple avenues to reach out to Councillors, staff and the community at large.</li><li>• Need to continue to work together with Council in making community engagement authentic and representative of the full community.</li></ul>

Area	Rating	Rationale
<b>Culture:</b> Define and establish a healthy culture across the City that fosters collaboration, trust, empathy, and effective and efficient decision making	<b>3.33</b>	<ul style="list-style-type: none"><li>• Based on direct report and staff surveys the City Manager has been effective in creating a healthy work environment and staff culture.</li><li>• Work to improve employee feedback participation in future.</li></ul>
<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>3.30</b>	<ul style="list-style-type: none"><li>• There have been significant improvements in ADEI with greater appreciation, awareness, and opportunities for training and discussion throughout the organization.</li><li>• Would like to have updates on the progress of the American Freedman Ordinance.</li></ul>
<b>City Operations:</b> Oversee effective delivery of resident services including day-to-day operations, maintaining city infrastructure, and major capital projects	<b>3.30</b>	<ul style="list-style-type: none"><li>• The city continues to offer high quality services to residents and businesses across many sectors.</li><li>• The Council would like to see the City Manager work to improve systems for residents to connect with city staff and departments to address problems, (i.e. improve See Click Fix) and maintain the highest standards of customer service.</li></ul>



Area	Rating	Rationale
<b>Fiscal Management:</b> Provide effective financial management and oversight of the budget, ensuring fiscal stability while allocating resources to meet community needs	<b>3.41</b>	<ul style="list-style-type: none"><li>• Cambridge continues to have a strong fiscal foundation and policies.</li><li>• The City Manager has been working with his staff and the council earlier to develop a longer-term forecast of macroeconomic projections that will impact the cities revenues to develop thoughtful and realistic projections for future operational and capital budget planning aligned to priorities and values.</li><li>• Council seeks a deeper review of efficacy of current programs and positions to work smarter in pursuing goals and</li></ul>