



CITY COUNCIL SPECIAL MEETING

FEBRUARY 16, 2023

10:00 AM

SULLIVAN CHAMBER

~MINUTES~

MEETING

Thursday, February 16, 2023

TIME

10:00 AM

PRESIDING OFFICER

Mayor Sumbul Siddiqui

THE CITY COUNCIL WILL HOLD A SPECIAL MEETING ON THURSDAY FEBRUARY 16, 2023, FROM 10 A.M. TO 12 P.M. THE PURPOSE OF THIS MEETING IS TO DISCUSS THE ANNUAL CITY MANAGER PERFORMANCE REVIEW GOALS AND METRICS.

Attendee Name	Present	Absent	Late	Arrived
Burhan Azeem	<input type="checkbox"/> Remote	<input type="checkbox"/>	<input type="checkbox"/>	
Dennis J. Carlone	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Alanna Mallon	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Marc C. McGovern	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
Patricia Nolan	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	
E. Denise Simmons	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	10:08 AM
Paul F. Toner	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	10:08 AM
Quinton Zondervan	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sumbul Siddiqui	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

The Chair, Mayor Siddiqui noted that the purpose of this Special Meeting is to discuss the Annual City Manager Performance Review Goals and Metrics.

The Chair, Mayor Siddiqui noted that no one had signed up for public comment but that it would remain open until 10:30 a.m.

The Chair, Mayor Siddiqui noted that the documents being discussed today relative to the City Manager's Performance Review Goals and Metric were provided on the Open Meeting Portal as part of the agenda packet. Mayor Siddiqui provided context noting that she and Vice Mayor Mallon met with the City Manager to talk about this meeting. Mayor Siddiqui noted that it was agreed that the City Manager would have individual meetings with City Councillors about this, which did happen. Mayor Siddiqui further noted that Vice Mayor Mallon led this discussion in the Government Operations, Rules, and Claims Committee.

The Chair, Mayor Siddiqui recognized Vice Mayor Mallon for opening remarks. Vice Mayor Mallon noted that she was excited that the Council was here today and recapped some of the history leading up to this meeting. Vice Mayor Mallon noted that in November of last year, there was a Government Operations, Rules and Claims Committee meeting where Committee members worked through a template of a timeline and some metrics along with the City Manager. Vice Mayor Mallon noted that in the City Manager's contract it was outlined that there would be an annual performance review and the timing would be within 90 days of the City Manager's start date which was September 5, 2023. Vice Mayor Mallon noted that the timeline was voted on and now the Council is at the next step which is every February, the Council will develop metrics and goals that will be reviewed in the following calendar year. Vice Mayor

Mallon thanked the Mayor and Councillor Toner for their involvement in this effort and also thanked City Manager Huang who has come to the table as a willing participant in the process.

The Chair, Mayor Siddiqui recognized City Manager Yi-An Huang who stated that he echoed a lot of the comments made by Mayor Siddiqui and Vice Mayor Mallon. City Manager Huang said that he really appreciates the opportunity to work with the Council on this and he thanked Vice Mayor Mallon for her leadership working through this process with Mayor Siddiqui who is also a willing partner and Councillor Toner who has a lot of experience putting together performance review processes for executives. City Manager Huang noted that this is a really important conversation and that he is excited for this first year. City Manager Huang noted that having a structured and contract process with a timeline will be very helpful and he is excited about having shared agreement on what the goals are at the beginning of the year and then a structure for how we are going to do ratings and performance reviews at the end of the year. City Manager Huang noted that he is excited to get feedback and that this is a step forward to modeling reviews for the organization. The City Manager closed by saying that he appreciated the conversation that he has had with each Councillor about the goals and is excited for the conversation going forward.

The Chair, Mayor Siddiqui asked City Manager Huang to walk the Council through the document that was being shared on the screen including the Performance Review Process, Performance Assessment template, Performance Categories and Goals. The Chair, Mayor Siddiqui recognized Councillor Azeem, Councillor Carlone, Vice Mayor Mallon, Councillor Simmons, Councillor Toner and Councillor Zondervan for comments and questions. Mayor Siddiqui also offered comments. City Manager Huang responded to Mayor Siddiqui and Councillors acknowledging that he appreciated their comments and feedback and would adjust the document to reflect them.

The Chair, Mayor Siddiqui recognized Vice Mayor Mallon who made a motion to close public comment.

City Clerk LeBlanc called the roll.

Councillor Burhan Azeem - Yes

Councillor Dennis J. Carlone – Yes

Vice Mayor Alanna M. Mallon – Yes

Councillor Marc C. McGovern – Absent

Councillor Patricia Nolan – Absent

Councillor E. Denise Simmons – Absent

Councillor Paul Toner – Yes

Councillor Quinton Y. Zondervan – Yes

Mayor Sumbul Siddiqui – Yes

Yes-6, Absent-3. Motion Passed.

The Chair, Mayor Siddiqui continued to recognized Councillors for additional comments and questions to which City Manager Huang responded.

The Chair, Mayor Siddiqui noted that the City Manger will make the necessary edits based on the feedback from today's meeting.

The Chair, Mayor Siddiqui recognized Vice Mayor Mallon who noted that those edits will be presented in the form of a City Manager's Agenda Item on February 27, 2023.

The Chair, Mayor Siddiqui recognized Vice Mayor Mallon who made a motion to adjourn. City Clerk LeBlanc called the roll.

Councillor Burhan Azeem - Yes

Councillor Dennis J. Carlone – Yes

Vice Mayor Alanna M. Mallon – Yes

Councillor Marc C. McGovern – Absent

Councillor Patricia Nolan – Absent

Councillor E. Denise Simmons – Absent

Councillor Paul Toner – Yes

Councillor Quinton Y. Zondervan – Yes

Mayor Sumbul Siddiqui – Yes

Yes-6, Absent-3. Motion Passed.

The Cambridge City Council adjourned at approximately 11:07 a.m.

Attachment: Communication received from City Manager Yi-An Huang.

Clerk's Note: The City of Cambridge/22 City View records every City Council meeting and every City Council Committee meeting. This is a permanent record. The video for this meeting can be viewed at:

https://cambridgema.granicus.com/player/clip/448?view_id=1&redirect=true&h=a98d0eaa53258cb7c02e607fa7bd3bb0

A communication was received from City Manager Yi-An Huang.

COF 2023 #35

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, 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 evaluation metrics
- By November 30, 360 reviews from the City Manager's direct reports and senior leadership team will be collected. Direct reports include the Deputy City Manager, Assistant City Managers, City Solicitor, DEI Director, Chief People Officer, Police Commissioner, Fire Chief etc.
- 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 review will be delivered to the City Manager in open session. 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
Leadership: Effectively carry out the vision and direction set by the City Council including through development of goals and strategies		
City Council Relationship: Establish a collaborative and transparent working relationship with the City Council		
Management: Develop a strong City organization that has the people, processes, and systems to deliver on day-to-day operations and existing and new initiatives		
Community Engagement: 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		
Culture: Define and establish a healthy culture across the City that fosters collaboration, trust, empathy, and effective and efficient decision making		
DEI: Advance anti-racism, diversity, equity, and inclusion efforts across the City, including strategy, organizational culture, HR, policy development, and service delivery		
City Operations: Oversee effective delivery of resident services including day-to-day operations, maintaining city infrastructure, and major capital projects		
Fiscal Management: 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	Result
Leadership	On-track to implement universal pre-K by fall 2024 in close collaboration between City and School leadership teams	
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)	
	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	
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	
	Maintain strong fiscal position and AAA bond rating	