

Special City Council Meeting
March 30, 1993

Present: Mr. Reeves
C. Sullivan
C. Woelf
C. Duehoy
C. Walsh
C. Russell
C. Myers
C. Cyr
C. Toomey

M. C. to order: 6:08

City Clerk read call of the meeting

C. Sullivan moved to extend RWL Contract by 3 years

C. Russell ^{spoke in} will support

C. Walsh spoke in support of a three year term

C. Cyr stated that he would not vote to favor

C. Toomey will support a 3 yr Contract. Doesn't always agree, but as an elected rep, has had opportunity to speak w/ reps of towns all over.

This is due to the leadership

C. Duchay will support a 1 yr.

- 3 yrs is too long
- 2 yrs makes it difficult to make a change
- Not because of a lack of confidence in RWL. It has done a v. gd job for the City.
- Ea. city council should have an oppn. to decide on a city manager
- No. of things should be improved
- No more than 6 mos severance

C. Wolf is also in favor of a short term contract

- In late Dec of '84 1st K ever adopted. By the way, at Feb July 85
- In Oct 86 → July 90
- RES 1989 → July 1993

She has voted for every one of those Ks.

RWL has had a record of ~~that~~ dignif accomplishments since 1981

But now we must look to the future

The solutions of the past won't work

RWL has many strengths

But fine people in leadership positions

She's still looking for more commitment in this area

- move more quickly w/ personnel probs
- broader financing of city services
- quality of life for the neighborhoods
- "reinventing govt" - treat residents as customers
- recognizing the common human needs

We have had stability for several years. A change of pace at this time is appropriate

High salary justifies lack of security

Recognizes there is room for abuse or pressure

C. Walsh: Asked KUH whether he would accept a 3 yr contract w/ a more limited severance

KUH: His proposed K contains a 50% ~~reduction~~ of ~~remaining~~ reduction of compensation of 6 mos salary whenever is greater

Mr. Keene ~~that suggested that KUH~~ outlined provisions of proposed contract expires June 30 of whatever expiration date

Mr. Keene noted Sec 2 - nothing prevents him. at any time

M. Reeves noted that at the end of the K, manager would get
6 mos severance pay.

C. Wolf asked to amend the cit 2.62

RWH

V. M. Cys: This process has been remarkable
This Council knows itself better + the Mgr better
the Mgr knows the CC better

Questions are: where is this City going for the next 10 yrs

Has heard 1 and 3. He comes down between
these 2.

C. Sullivan ^{new contract} m. substitute of Employment for 3 yrs
^{approved} new contract for previous contract in his motion
VV/9-0

C. Dickey amend

Sec 8 A C M shall be paid ^{annual} salary + ~~benefits~~ ^{interest} in effect
at time of beginning of ~~his salary~~ contract

(No COLA increases)

Sec 3A - Ten

6 mos salary + benefits (vacation time + benefits)
(deletes 50% of financ oblig)

Delete "50%

C. G. m. to amended document offered by C. Kuzel
changed to June 1995 ending time

C. Myers

some things going well

frances

newtmax

Wanted like to see

- Less density betw C.C. + admin staff
- more consensus bldg

- Ethical standards

- Financial ligo

- Policy area

housing - we don't have a serious rehab effort
employment services

Suggests a 1 yr contract but cannot suggest
a 2 yr 1st

E. Cy m.

Sec 3 strike "comp time"

Rult - Only allows 37 1/2 hrs per yr

C. Wolf -

amend E. Cy amend to allow only comp
time earned during this contract period

Roll call 5-1-0-3

Adjourn 8:11



City of Cambridge

CALENDAR ITEM # 23

IN CITY COUNCIL

December 21, 1992

MAYOR REEVES

ORDERED: That the evaluation of the City Manager encompass the period of June, 1991 through December, 1992.

In City Council December 21, 1992.

Adopted by the affirmative vote of nine members.

Attest:- D. Margaret Drury, City Clerk.

A true copy;

ATTEST:-

D. Margaret Drury

D. Margaret Drury
City Clerk

City of Cambridge

The Committee on Government Operations and Mayor Kenneth E. Reeves held a public meeting on Wednesday, December 9, 1992, beginning at 2:30 p.m. in the Ackermann Room at City Hall.

Present at the hearing were: Councillor Francis H. Duehay, Chair of the Committee, Mayor Kenneth E. Reeves, Councillor Jonathan S. Myers, Councillor Timothy J. Toomey, Jr., Councillor Sheila T. Russell, Councillor Alice K. Wolf, City Manager Robert W. Healy, City Clerk Margaret Drury and James Pritchard, MMA Consultant.

Mayor Reeves convened the meeting at 2:55 p.m. for the purpose of considering the forms to be used for the annual evaluation of the City Manager and to develop a procedure for public input to the Council.

Councillor Duehay said that he proposed to have the Committee hear from James Pritchard regarding the process and make recommendations to the City Council. He requested that Jim Pritchard lead the discussion. Mr. Pritchard said that the last evaluation was June, 1991, and a preliminary issue is whether the evaluation is for twelve months or the last twelve months.

Mayor Reeves moved that the evaluation encompass the period of June, 1991 through December, 1992. The motion was passed unanimously by a voice vote.

Jim Pritchard requested that this Committee review his evaluation form and make suggestions and then give the form to the full Council to review. After that, he will give the form to the Councillors to complete. Public input should come before that process. He stated that any public involvement needs to be done with caution. Unless it is done scientifically, there is a danger of skewed results. In addition, some of the categories on the form would be difficult for the public to respond to.

Councillor Russell said that she believes the response will be just from the activists and asked how it could be made scientific. Mr. Pritchard said that although he has made some investigatory calls, he still has not found a place that uses public input. There certainly are places that have done public polls/evaluations of how particular departments are functioning.

Jim Pritchard said that the public input should come directly to the Council. It could be a form with responses that come into the Council Office. He does not believe the input should come through his office. The other way of doing it would be to have a forum and someone from his consulting group could be there.

Councillor Duehay asked whether a combination of a form and a forum would be advisable. Councillor Myers said that the citizens should have an opportunity to comment on the evaluation process, as they do for any business being considered by the Council. Mayor

Reeves said that the reason for having a forum as well as a form is that many people do not feel comfortable with writing. The question is how to make sure that a forum would involve more than just the 100 people who are most often active. Councillor Duehay said that since many groups and individuals have requested an opportunity to give input, it would be wise to provide some opportunity.

Councillor Toomey asked the Mayor whether the School Committee evaluation was public. Mayor Reeves said that although they were public meetings, they were at the Sonesta Hotel and no members of the public chose to come.

Councillor Duehay suggested that the Council design a structured questionnaire and that the Council indicate that it is available to the public and after the Council receives the completed forms, the Council would have at least one public hearing in which the public can make comments before the Councillors complete their own evaluation forms.

Mayor Reeves asked whether the self-selection bias of who would attend the hearing creates a significant flaw in trying to use a public hearing process to get useful information. He suggested that a hearing which requests citizens to come to talk about how the City Manager performs and how the City works might get better input.

Councillor Myers agreed that if the hearing looked at substantive issues like how certain departments work, the public would want to be involved and it would be useful.

Councillor Duehay summarized the discussion as a recommendation to provide two structured opportunities prior to the Councillors completing their evaluation forms: A structured questionnaire; and a public hearing where the people would have the opportunity to speak.

Councillor Duehay requested the City Manager's opinion of this process. The City Manager expressed some concern about the time frame and noted that if the Councillors want public input it would be sensible for the Councillors to get input from the public before they had to fill out their form. He said that the process described does not seem unreasonable.

There was further discussion of the focus of the public hearing. Councillor Russell said that she feels that whatever the focus is called, it will involve tensions of one side versus the other.

Councillor Duehay said that it is clear that the Committee believes there should be an opportunity for the public to fill out a short questionnaire and there should be some opportunity for the public to be heard although it is not clear in what form. He suggested that the Committee hold the question of what type of opportunity the public will have to be heard and move on to other issues.

The discussion turned to the content of the evaluation form. Councillor Myers said that he believed that it is important to evaluate how departments are carrying out policy that has been set by the Council. The evaluation questionnaire appears to be aimed more at the structure of things than the substance. Mayor Reeves cautioned that the Council has a responsibility not to change the criteria that is established; new items are better addressed as goals set for the upcoming year.

Jim Pritchard said that in the last evaluation, there were not established goals so the evaluation concentrated on performance. This year the Manager has given the Council goals and he understands that the Council will be considering them and will adopt goals. At that point, the Council can measure whether these goals have been met.

Councillor Myers said that the City Council passes many orders and thereby establishes policy and it is fair to look at whether the City Manager has carried out the policy embodied in this area.

Councillor Duehay asked Jim Pritchard whether he could design some questions to get at how policy initiatives were carried out in certain functional areas. Councillor Myers said that he would also work on some suggested questions.

In response to a request for his input, City Manager Robert W. Healy said that such an evaluation must include some look at the financial aspects and impact of the policies.

Jim Pritchard suggested that each Committee member give him suggested changes to the form by December 17, 1992 and he would make changes to the form.

Councillor Wolf suggested a more open ended question: "I have concerns about the following departments, and the concern is as follows:."

Jim Pritchard suggested that everyone look at the last appraisal and the composite as they made suggested changes.

It was agreed without objection that Councillor Duehay will work with Jim Pritchard to develop the public input questionnaire

and present it to the City Council for its approval. Thereafter, groups and individuals will be notified of its availability and there will also be a press release notifying the public.

Mayor Reeves suggested that the completed public questionnaires go to the Council at the meeting at which the Council also receives public input.

It was agreed that the forms have to be signed by the public to be considered in this process. Councillor Wolf asked whether there was a way to receive input from citizens who will sign but don't want their names made public. Councillor Myers asked whether the names could be deleted before the questionnaires are made public.

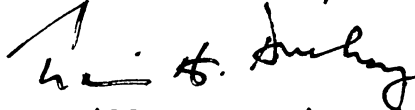
The Mayor requested that either the Law Department or the Clerk determine whether names can be deleted from the public questionnaires before the signed forms are released.

Jim Pritchard said that the public participation process will add another month to the schedule. Mayor Reeves requested that the appraisal meeting be held by the end of February. Councillor Wolf requested that the Councillors look carefully at the time schedule to try to move it up.

Councillor Duehay will request that the City Councillors, the Mayor and the City Manager inform the Clerk's Office of their schedules over this period of time, and will submit with this report a revised schedule for the evaluation.

The meeting was adjourned at 5:00.

For the Committee,

A handwritten signature in dark ink, appearing to read "Francis H. Duehay", with a stylized flourish at the end.

Councillor Francis H. Duehay
Chair

Revised List of Steps and Schedule
for City Manager's Evaluation

- | | | |
|-----|---|-------|
| 1. | Initial Meeting | |
| 2. | Council approves Public Input Form
(Thereafter for disseminated) | 12/17 |
| 3. | Council approves form for Council
Evaluation of Manager | 12/21 |
| 4. | Citizen Input Forms completed | 1/15 |
| 5. | Council Meeting with Additional
opportunity for public input | 1/25 |
| 6. | Council completes Evaluation Forms | 1/29 |
| 7. | Interviews (individual interview of
Jim Pritchard and Councillors) | 2/5 |
| 8. | Composite | 2/12 |
| 9. | Meeting with City Manager
(Jim Pritchard) | 2/19 |
| 10. | Appraisal session | 2/22 |
| 11. | Follow-up Report | 2/29 |

COMMITTEE REPORTS

Report from the Government Operations Committee for the annual evaluation of the City Manager and to develop a procedure for public input to the City Council.

In City Council,

December 14, 1992

*Charter Right
exercised by
Councillor Quehay.
at the recommended
meeting held on 12/16/92.
12/21/92 Report accepted &
placed on file
Order adopted*

ES1-S