

City of Cambridge

The Government Operations Committee held a public meeting on January 24, 1997, beginning at 10:15 a.m. in the Ackermann Room for the purpose of discussing development of the City Manager's evaluation process, development of round table discussions to include the City Council, the City Manager and department heads, the proposal set forth by Councillor Triantafillou in her council order that the City Council consider devoting a portion of each of its regular meeting to evaluation, including goals, educational topics and performance-based items, and any other business before the Committee.

Present at the hearing were Councillor Michael A. Sullivan, Chair of the Committee, Councillor Francis H. Duehay, Vice Mayor Kathleen L. Born, Councillor Henrietta Davis, Councillor Timothy J. Toomey, Jr., Councillor Katherine Triantafillou, and City Clerk Margaret Drury. Also present were Robert W. Healy, City Manager, Richard Rossi, Deputy City Manager, James Lindstrom, City Auditor, and Sandra Albano, Assistant to the City Council.

Councillor Sullivan convened the meeting and began the discussion with the topic of the process for evaluating the City Manager. Councillor Sullivan He distributed a copy of the outline of the process used in 1994, and a copy of the City Manager's contract. There was discussion of the 1994 and the 1992 process.

Councillor Duehay moved that the Government Operations Committee recommend that the City Council utilize the following process for the City Council's evaluation of the City Manager, which process is the process used in 1994 except that public comment would take place prior to City Council discussion:

1. The City Manager will meet for approximately ½ hour with each Councillor individually before Wednesday, February 6, 1997; and
2. Each City Councillor will receive a copy of the previous evaluation form to use as a guide in evaluating the City Manager, to fill out or not as they choose; and

3. The City Council will hold a special meeting on Wednesday, February 6, 1997 at 6:30 p.m. in the Sullivan Chamber to evaluate the City Manager; and
4. The evaluation will consist of two parts: first, the City Council will receive comments from the public, and after that, the City Councillors will conduct an evaluation discussion with the City Manger.

The order passed without objection on a voice vote.

Councillor Sullivan then turned the discussion to the issue of roundtables. He distributed a proposed schedule for the roundtables. He stated that he saw these roundtable discussions as connected to the budget hearing, a forum for informal and in-depth discussion of the substantive issues that generally come up in the budget meetings in a less constructive way. He also noted that some city employees have told him that they would appreciate more opportunities for interdepartmental discussion. Richard Rossi said that a great deal of interdepartmental discussion and cooperation already occurs.

Councillor Duehay cautioned against micromanagement.

Councillor Triantafillou noted that almost every time an employee comes before the Council that employee gets "dressed down." Her expectation is that roundtables can provide a more positive forum for the exchange of ideas.

Mr. Rossi suggested that interdepartmental interaction would be a good focus for a roundtable, and that department heads should be encouraged to discuss what level of cooperation does or does not occur with regard to each department.

Councillor Davis said that she would like to see more reality checks on "blue sky policies" proposed by City Councillors in orders and then adopted as the majority of all orders are. She also suggested having the roundtable discussions focus on particular themes, for example issues of customer service. Other suggested themes were goals and objectives and function.

It was agreed without objection that the first series of roundtables will focus on the issue of customer service, and could also look at goals and objectives and functions. There was additional discussion regarding the grouping of departments and the schedule. The final groupings and schedule agreed to by the Committee and recommended to the full City Council appear in Attachment One. It was further agreed that the sessions will be opened with comments by Councillor Sullivan and City Manager Healy and that they will both stress the ground rules, which will include mutual respect.

There was discussion of the proposal for changes to the agenda of the regular meeting. During the course of the discussion several issues were raised relating to the effect on ongoing policy work of adoption of new initiatives by the City Council and the appropriate parameters of communication between a City Councillor and a city department head in light of the City Charter and the different roles of employees, managers and councillors. It was agreed that the Committee recommends a final session with Roberta Miller on possible changes to Council procedures and practices.

The meeting was adjourned at 1:30 p.m.

For the Committee

A handwritten signature in black ink, appearing to read "Michael", written over a horizontal line.

Councillor Michael A. Sullivan, Chair



City of Cambridge

80.

IN CITY COUNCIL

January 27, 1997

COUNCILLOR SULLIVAN
COUNCILLOR DUEHAY
COUNCILLOR TOOMEY

ORDERED: That the City Council shall utilize the following process for the City Council's evaluation of the City Manager, which process is the process used in 1994 except that public comment would take place prior to City Council discussion:

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In City Council January 27, 1997

Adopted by the affirmative vote of nine members.

Attest:- D. Margaret Drury, City Clerk.

A true copy; *D. Margaret Drury*

ATTEST:-

D. Margaret Drury
City Clerk

CITY COUNCIL ROUND TABLE

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CAMBRIDGE MA.

Attachment One

Friday, February 7th

Meeting Place - Area IV Youth Center

Session I

9:00-11:00 a.m.

License

Inspectional Services

Community Development

Law Department

Weights & Measures

Cable TV

Session II

11:00 - 1:00 p.m.

Finance

Public Works

Water

Conservation

Electrical

Historical

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Friday, February 14th

Meeting Place - Community Development Conference Room

Session III

9:00 - 11:00 a.m.

Library

Election

Arts Council

Session IV

11:00 - 1:00 p.m.

Human Services

Peace Commission

Womens Commission

Human Rights

Veterans

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Friday, March 14th

Meeting Place - Area IV Youth Center

Session V

9:00-11:00 a.m.

Fire

Police

Traffic, Parking & Transportation

Animal Commission

Emergency Communications

Emergency Management

Police Review

A report was received for a meeting held on January 24, 1997 for the purpose of discussing development of the City Manager's evaluation process, development of roundtable discussions to include the City Council, the City Manager and department heads, the proposal set forth by Councillor Triantafillou in her Council order that the City Council consider devoting a portion of each of its regular meeting to evaluation, including goals, educational topics and performance-based items, and any other business before the Committee.

In City Council January 27, 1997