

**CITY MANAGER'S OFFICE MEMORANDUM
#04-2019**

DATE: January 28, 2019
TO: Honorable Mayor Carol Dodge and City Council Members
FROM: Heather Geyer, City Manager
SUBJECT: Proposed City Manager Performance Goals

PURPOSE

The purpose of this memorandum is to provide City Council with proposed performance goals leading up to my first annual evaluation. The evaluation period will cover August 20, 2018 to the date determined by Council for completion of my first annual review. I am requesting feedback and consensus on the proposed performance goals.

BACKGROUND

As included in my *First Year Game Plan*, I outlined four key actions that I would take as City Manager, those are:

Action #1: Develop Council-Manager performance expectations to build leader expectations for success.

Action #2: Continue the momentum with the 2018 Work Plan and beyond to ensure organizational continuity.

Action #3: Strengthen organizational culture to build leadership and team member passion and alignment for success.

Action #4: Engage the community, elected officials and organization to build greater collaboration, enhance community, and move the City forward.

As part of the exercise in narrowing down these broad actions into proposed performance goals, I am providing an updated *First Year Game Plan* with progress notes on what has been completed to date.

Proposed Performance Goals:

1. Meet with the Mayor and City Council to build trust and learn issues of importance. Be responsive and equitable to each member of Council. Provide regular and consistent communication with City Council on City. Continue use of Work Plan to provide periodic updates and progress of established goals to City Council and the community.
 - a. Meet with each elected official to understand his/her expectations of me and communication preferences.
 - b. Updated memorandum style guidelines resetting expectations for context and format.
 - c. Plan the 2019 City Council Strategic Planning Session.

2. Build relationships with the Leadership Team and staff throughout the organization.
 - a. Held meet and greet meetings beginning on my first day and throughout the first two weeks. Included attending roll call for each shift in PD.
 - b. Set expectations with direct reports and Leadership Team as a whole.
 - c. Hold a Leadership Team Work Session.
3. Become familiar with the financial condition of the City. Work to learn, understand and manage the City's budget.
 - a. Move the 2019 proposed budget moving forward for adoption by City Council.
 - b. Evaluate and propose recommendations on the 2019 Police Department staffing challenges and pay issues.
4. Move forward the City's focus on economic development and critical City infrastructure.
 - a. Oversee the Civic Campus Master Plan Phase I implementation and overall facilitation of P3 (future phases).
 - b. Become familiar with the City's water resources. Identify steps the City needs to take to ensure available water supply.
 - c. Become familiar with the City's wastewater system and oversee the progress in implementing the planned CIP improvements.
 - d. Work with the Public Works Director to develop CIP criteria to be used during the annual budget development and all capital requests.
5. Professional/Personal Development
 - a. Approved as an ICMA Credentialed Manager Candidate. This involves a commitment to 40 hours of professional development and submission of an annual report by September 20, 2019. I will need to complete 5 years of the candidate work to become a Credentialed Manager.
 - b. Continue to serve as an ICMA Regional Vice President (in year two of three year terms), working towards building greater diversity and inclusivity on the Executive Board.
 - c. Named a top ten finalist for the League of Women In Government Leadership Trailblazer Award in late August 2018.

Ongoing focuses:

1. Foster working relationships with intergovernmental and regional partners including representatives from nearby cities, the school district, Adams County, regional transportation, planning boards and state and federal representatives.
2. Be visible and accessible in the community. Attend community events and forge strong relationships with key Northglenn stakeholders including City boards, commissions, committees, nonprofit organizations, business owners, faith-based organizations, and the Chamber of Commerce.
3. Evaluate current staffing and organizational structure and make changes as necessary. Identify future staffing needs.
 - a. Hire a Public Works Director and facilitate the transition of new leadership.
4. Identify and facilitate organizational development efforts important to strengthening the culture of the organization.

- a. Compensation plan update
- b. Employee engagement survey
- c. Development of core values

STAFF RECOMMENDATION

I recommend consensus on the proposed performance goals.

BUDGET/TIME IMPLICATIONS

There are no budget implications. The purpose of bringing proposed performance goals for Council's feedback is that there is agreement for my first annual review.

STAFF REFERENCE

Heather Geyer, City Manager, hgeyer@northglenn.org, 303.450.8706.

ATTACHMENT

1. First Year Game Plan Update



Memorandum

TO: Mayor and Members of City Council

FROM: Heather Geyer, City Manager Candidate

DATE: July 7, 2018

SUBJECT: First Year Game Plan – *Northglenn 2.0*

Enclosed you will find my First Year Game Plan – Northglenn 2.0. My plan provides a vision rooted in my passion for public service and background as a strategic manager that will take the organization next level. In addition to this written framework, I will make a 30-minute presentation on this plan at the July 9th City Council Special meeting.

BACKGROUND

As instructed by the City Attorney, I reached out to Leadership Team members and met with them in person the week of July 2nd. As a result of these meetings, I reviewed numerous city documents, toured the new Justice Center with Chief May, watched previous City Council video meetings, and talked to colleagues who are familiar with the community. This work plan is a culmination of my observations and recommendations on where I see the organization needing to go next, to create even greater organizational excellence.

NORTHGLENN 2.0

Why *Northglenn 2.0*? It's a vision rooted in passion, purpose and a desire to take the organization to the next level! The plan is also a reflection of the fresh perspective that I will bring to the City.

In my time getting to know staff and elected officials, the terms “progressive,” “potential,” “momentum,” “incredible plans,” “opportunity,” and “best” have been used repeatedly. Northglenn has positioned itself as a community of choice in the Denver metro area with a focus on greater things to come for the community. I have organized *Northglenn 2.0* in four key strategic actions. These actions are fluid in nature and do not represent an order of importance. My recommendations are multi-faceted and I plan to implement key actions simultaneously.

Action #1: Develop Council-Manager performance expectations to build leader expectations for success.

Action #2: Continue the momentum with the 2018 Work Plan and beyond to ensure organizational continuity.

Action #3: Strengthen organizational culture to build leadership and team member passion and alignment for success.

Action #4: Engage the community, elected officials and organization to build greater

collaboration, enhance communication, and move the City forward.

At the end of my first interview on July 18th, I asked this question of Council: *I want Northglenn to be (fill in the blank)*. The responses from Mayor and City Council (present) included: more business-friendly, invigorated, thriving, vibrant, innovative, sustainable, ready and respected. These are aspirational words. Northglenn needs a visionary leader and manager who can take the organization to the next level. To that end, I recommend the following:

Action #1: Develop Council-Manager performance expectations to build leader expectations for success.

Stability at the City Manager level is a greatly desired quality by the organization. In the past, the City has experienced short tenure with previous city managers. If appointed to serve as City Manager, I will be the 11TH City Manager and first female to serve in this role in the history of the community.

The foundation of any good, solid relationship is clearly identified expectations. Within Article VI, Sections 6.1 and 6.2 of the City Charter, the qualifications and responsibilities of the City Manager are clearly outlined. Practically speaking, discussions that I need to have as part of negotiations to bring me to the City include:

- Agreed upon performance goals for 2018-2019. **Action: In progress**
- Set expectations as to what periodic check-ins for performance look like. **Action: In progress**
- Initiate the development of a new performance rating tool for the City Manager, based on performance-based goals and objectives. **Action: In progress**

Other critical actions that need to happen within my first 30 days include:

- Assume ownership of the agenda packet process. Work with the Mayor and City Clerk to streamline the process. Discuss expectations with the Leadership Team as to the quality of packet materials and presentations to Council. **Action: Invited City Clerk to attend Leadership Team meetings on August 21, 2018 (my first Leadership Team meeting). Held Leadership Team Work Session on Tuesday, December 17, 2018, completing a team leader assimilation exercise facilitated by June Ramos.**
- Evaluate expectations and outcomes for Leadership Team meetings and re-engage the City Clerk in these meetings. **Action: Made an interim assignment change in keeping with the City Charter within first month on board. Recruitment and appointment of new director completed by December 2018.**
- Begin the recruitment/hiring process for a new Public Works Director. Evaluate interim needs. **Action: Made an interim assignment change in keeping with the City Charter within first month on board. Recruitment and appointment of new director completed by December 2018.**
- Conduct performance expectation and alignment conversations with Leadership Team members. **Action: Immediate. Provided Leadership Team members with expectations (Tuesday, August 21, 2018, what they can expect from me and what I expect of them).**

- Provide leadership and collaborate with departments on key projects to include: Civic Campus, Karl’s Farm, The Marketplace, and other important projects. **Action: Ongoing. Restructured the Civic Campus project team.**
- Keep the 2019 proposed budget development moving forward. Depending on my start date, key budget dates include the August 6th revenue review with City Council and August 20th department budget presentations. **Action: Met with Chief prior to starting employment to begin discussion about staffing and pay. Reviewed proposed budget priro**
- Move Police and Municipal Court to the Justice Center and host a great opening celebration! **Action: Completed.**
- Put focus on other projects such as the Ralston House, website launch, transportation, parks, open space, and recreation projects. **Action: Ongoing. Website was launched prior to my start date.**

Action #2: Continue the momentum with the 2018 Work Plan and beyond to ensure organizational continuity.

Central to keeping the momentum going in Northglenn is the continued implementation of the 2018 Work Plan. As the proposed 2019 budget is developed, it is imperative to clearly identify the top strategic priorities for year and update the plan.

Additionally, I recommend that the 2014 Council Vision of “Vitalization” be refreshed. Is the statement still relevant? “Vitalization will bring energy and life to the City through redevelopment, civic engagement, and a renewed sense of community.” This would be the focus of a Council work session in the spring of 2019. I also learned that the existing City Council goals were re-worked at a Council retreat back in the spring. These goals are shown in Table 1. My understanding is that this process has stalled, and I am unclear as to whether or not there was Council consensus on the goals or a defined plan of next step actions.

Table 1

Existing City Council Goals	Re-worked City Council Goals
Upgraded City Infrastructure and Facilities	Support the maintenance and improvement of City assets
Fiscally Responsible City Government	Ensure the City is well-managed and fiscally responsible
Strong, Competitive Businesses	Invite and support strong, competitive businesses
Community Governance with Civic Partnerships	Encourage community engagement and partnerships
Clean and Beautiful City of Northglenn	Provide safe, accessible, and inclusive neighborhoods supporting the Northglenn community
Livable Neighborhoods and Homes	

An important part of coming into the organization during the budget process is ensuring that there is alignment with priorities and resources. If areas are out of alignment, which I know from discussions with directors does exist, identification and discussion of solutions to address these gaps needs to occur. For example, I would like to develop a long-term financial plan to use as a budgeting tool that identifies short and long-term significant financial commitments.

Action #3: Strengthen organizational culture to build leadership and team member passion and alignment for success.

The one constant in local government is *change*! We often find ourselves in the position of reacting to change by others. However, the progressive nature of Northglenn's strategic priorities means the City is the driver of change in many areas. In the management of people and resources, it is critical that the culture of an organization is strong and in alignment to the future vision. Culture matters.

The City of Northglenn has a great culture exemplified by talented staff, longevity, and family feel. Northglenn is not isolated from the threats of a highly competitive job market today and turnover is an issue in some departments of the City. I did hear that the "silo effect" exists in some areas of the City. Setting clear performance expectations in regards to communication and emphasizing a team collaborative approach will help address the silos that still exist. Providing stability at the city manager level will help alleviate the stress and increased workload that turnover in the position places on key members of the Leadership Team.

An area of concern is the lack of movement on the organizational development initiatives identified on the 2018 Work Plan. It will be a priority to evaluate and align key systems and programs to reflect the desired organizational culture to include the following:

- Conduct an employee engagement survey to establish a baseline and gauge the pulse of the organization at all levels (2019). **Action: Employee survey was sent out in December. Awaiting results.**
- Conduct a Citizen Survey to establish a baseline of resident satisfaction with services. **Action: Budgeted in 2019. I will be the project lead on this effort.**
- Assess the need for departmental assessments as a result of the engagement survey (2020). **Action: Will continue to assess if necessary and budget for accordingly.**
- Development of core values (a grassroots effort with employees at all levels of the organization) (2019). **Action: Budgeted for in 2019. Work will commence after debrief of employee engagement survey results.**
- Revamp of compensation plan (2019/2020). **Action: Budgeted for in 2019. Work underway. Paula Jensen, Management Services Director is the lead.**
- Evaluate the performance management program to align with core values and the compensation system. Engage staff at all levels of the organization in this process (2020). **Action: Will budget for in 2020 budget.**

Action #4: Engage the community, elected officials and organization to build greater collaboration, enhance communication, and move the City forward.

My focus on engagement within the community, at the elected official level and organization as

a whole will begin immediately and build over time. I do not view engagement as a first year commitment only. Engagement will be a focal point throughout the time I serve as City Manager.

Community Engagement

- Be visible and accessible at public meetings and community events *Immediately Action: Ongoing.*
- Meet with key stakeholders within the community, region and beyond *Immediately Action: Ongoing.*
- Learn the history of the community through the eyes of staff, elected officials, and the founders *Ongoing Action: Ongoing.*
- Provide presentations at service club meetings *Ongoing Action: Have not yet met with service clubs. I hope to do so in 2019.*

Elected Official Engagement

- One-on-one meetings with Mayor and Councilmembers (establish a consistent and effective way to communicate) *Immediately/Ongoing Action: Done immediately and ongoing.*
- Weekly meetings with the Mayor and Mayor Pro Tem to set the agendas and discuss tentative future agenda items *Immediately/Ongoing Action: I was under a different impression on the agenda setting process prior to my arrival when I included this bullet. I provide the City Council as a whole with tentative future agendas and any relevant updates via email in a timely manner.*
- Create monthly City Manager updates that will be emailed to Mayor and City Council and All Staff *Idea for consideration Action: I have kept with the bi-weekly updates and added content such as including new employees.*

Leadership Team Engagement

- Establish a more formal framework for weekly Leadership Team meetings (time & content expectations) *Immediately/Ongoing Action: In progress. This was a topic of discussion at the Leadership Team work session in December. A new agenda format was established a couple weeks ago and is in use.*
- Establish weekly and bi-weekly one-on-one meetings with direct reports *Immediately Action: Keeping with monthly one-on-one meetings based on workload and volume of other meetings.*
- Establish agreed upon performance expectations and goals with direct reports *Immediately/Ongoing Action: In progress.*
- Hold a Leadership Team Retreat to focus on continuous learning, leadership excellence, and building a high performing team *Annually Action: This session was held in December.*
- Conduct project 101 sessions where I will be meeting with key staff to get up to speed on the status of projects and demonstrate leadership in moving projects forward *Immediately/Ongoing Action: Ongoing.*

Employee Engagement

Northglenn 2.0, Heather Geyer

July 7, 2018

Page 6

- Get out into the organization, be visible and get to know staff at all levels for “Meet the City Manager” meetings at facilities *Immediately* **Action: Immediate within first two weeks.**
- Introduce quarterly “All Staff” meetings *TBD* **Action: Re-evaluate this option.**
- Create video messages that can be sent out to staff as needed to the organization *Idea for consideration* **Action: Future item.**
- Create monthly “Lunches with the City Manager” for staff to share ideas and concerns *Immediately/Ongoing* **Action: I have hosted three months of Gabbin’ with Geyer lunches. Approximately 15+ employees have participated. These will continue.**
- Provide staff with updates through department/division meeting visits *Immediately/Ongoing* **Action: Ongoing.**

NORTHGLENN 2.0

In closing, it is clear to me that there are great things happening in the City. I am honored to have been invited to come back and interview with the City. I believe I am the leader that will collaborate, communicate and partner in moving the City vision forward. I believe my desire and commitment to serving Northglenn is evident in this framework.

/hmg