



Pathfinder

"Our goals can only be reached through a vehicle of a plan, in which we must fervently believe, and upon which we must vigorously act. There is no other route to success." - Pablo Picasso

Teamwork Matters

A message from
the City Manager



JASON STILWELL

As a City, we begin the New Year with resolutions and expectations. This is true for personal growth, professional development, and to provide excellent service to all of our 100,000+ customers.

Goals may be focused on efficiencies, maintaining or enhancing services, and on solving a challenge. They also may include championing recognition of employee achievements (we love good ideas!), more training, and collaboration.

Within the constraints of our fiscal realities, we (the City) need to set goals, and they need to be realistic based on our financial situation. Our General Fund expenses in 2020-22 are projected to grow by nearly 10 percent. It is highly likely our revenues will not keep pace.

We need sound strategies to achieve the required balanced budget while maintaining required service.

It takes goals to implement a strategy, and we must take ownership of these goals to make them successful. Our overall strategy is to provide quality customer service. Our primary goal with the tightening budget is avoiding layoffs while planning for the future. The City will be providing service long after we are all gone; we must set the groundwork today for that service to be excellent even if budgets are constrained.

In mid-February, we will convene another workshop for our City Council to develop Citywide goals and

objectives for our next 2020-22 budget. This is a standard practice for the big-picture view. The Council in 2018 chose [six priorities that departments are responsible to implement](#). Together, we continue to make good progress.

The same day, we will also host a goal-setting workshop with Department Directors. Every year, each department has 10 goals and objectives - posted on each department's [webpage](#) for employees and the public to view. Through the end of the first quarter (September), 88 of 100 departmental goals and objectives for 2019-20 were initiated, 12 will begin later in the fiscal year, and three were already completed.

The City Manager's Office provides overall direction and coordination of City operations to ensure that the Council's adopted service goals are met or exceeded, and do not exceed budget restrictions.

At the individual level, New Year's resolutions can provide the opportunity to reinforce or redefine the type of person you stand for in your career and life. Everything you do either strengthens or dilutes your personal brand.

You may want to set goals to welcome opportunities, ask questions, network, learn, and to share. Invest in yourself to become stronger. Envision how to be a high performer and contribute toward your department's goals, and the overall goals of the City. It will influence your legacy.

I look forward to seeing you at the 57th Annual Employee Service Awards Dinner, on Thursday, February 27th at the Veterans' Memorial Community Center. Wishing you a successful and prosperous 2020!

Jason