



CITY MANAGER GOAL SETTING

*Setting & Prioritizing
Achievable Objectives*

FIRST:

- *Start with the broad, big picture goals:*



BUILD & MANAGE

*Create a strong team
environment & lead
them to high levels of
achievement.*

An aerial, high-angle photograph of a city with numerous skyscrapers and buildings. A large, semi-transparent green rectangle is positioned on the left side of the image. Overlaid on this green area is a white double-line border that frames a dark blue rectangular box. Inside this blue box, the text 'OVERSEE DAILY OPERATIONS' is written in large, bold, white, sans-serif capital letters. Below this, the phrase 'Ensure quality services are provided to all.' is written in a smaller, italicized, yellow-green font.

OVERSEE DAILY OPERATIONS

*Ensure quality services
are provided to all.*



EXECUTE THE CITY COMMISSION'S OPERATIONAL & POLICY DIRECTIVES

*Utilize City staff and
3rd party contractors to
achieve goals set by the
City Commission, within
the constraints of the
City budget.*

SECOND:

- *Dial down to determine specific goals the City Commission wants achieved, and their order of priority:*

For a City Manager to be successful in achieving the goals and objectives of the City Commission, the City Commission must clearly communicate exactly what their goals and objectives are.

Specifically, the City Manager needs to know:

(a) That there is consensus on the goal [from a majority of the Commission, not just one Commissioner], &

(b) What the order of priority is for the goals that are set.

--It is **very important** to remember that the best way to clearly communicate the information needed to the Manager is through an official vote of the City Commission. Directives given by individual Commissioners can sometimes conflict with individual directives from other Commissioners, putting the City Manager in an untenable position with no clear right answer—which causes confusion & delay.

SET GOALS THAT ARE BOTH F.A.S.T. & S.M.A.R.T.

*“Success is the progressive realization
of a worthy goal or ideal.”* Earl
Nightingale

*“A goal properly set is halfway
reached.”* Zig Ziglar.



F.A.S.T. Goals

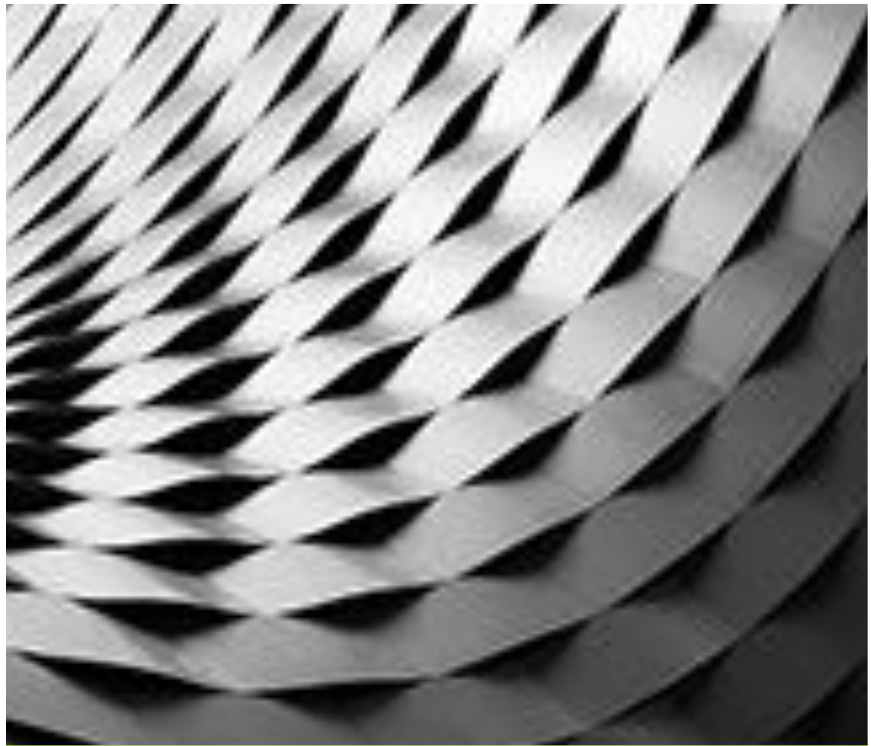
- **F**- Frequently discussed
- **A**- Ambitious
- **S**- Specific
- **T**- Transparent



S.M.A.R.T. Goals

- **S**- Specific
- **M**- Measurable
- **A**- Achievable
- **R**- Relevant
- **T**- Time bound

	<i>Definition</i>	<i>Benefits</i>
Frequently discussed 	Goals should be embedded in ongoing discussions to review progress, allocate resources, prioritize initiatives, and provide feedback.	<ul style="list-style-type: none"> • Provides guidance for key decisions. • Keeps employees focused on what matters most. • Links performance feedback to concrete goals. • Evaluates progress and course corrects.
Ambitious 	Objectives should be difficult but not impossible to achieve.	<ul style="list-style-type: none"> • Boosts performance of individuals and teams. • Minimizes the risk of sandbagging. • Forces broader search for innovative ways to achieve goals.
Specific 	Goals are translated into concrete metrics and milestones that force clarity on how to achieve each goal and measure progress.	<ul style="list-style-type: none"> • Clarifies what employees are expected to deliver. • Helps identify what is not working and quickly course corrects. • Boosts performance of individuals and teams.
Transparent 	Goals and current performance should be made public for all employees to see.	<ul style="list-style-type: none"> • Makes use of peer pressure to perform on goals. • Shows employees how their activities support company goals. • Understands other teams' agendas. • Surfaces activities that are redundant or unaligned with strategy.



FAST & SMART

Making sure that goals align with the “FAST” strategy has been shown to be more effective than just setting “SMART” goals. However, making sure that goals are SMART also helps ensure that the goal is spelled out appropriately.

EVEN **SMARTER** GOALS

Evaluate & Revise

Finally, recent research states that goals should also be

- (a) **REVIEWED** frequently, both to ensure that the goal is still valid and to ensure steady progress towards the goal; &
- (b) **REVISED** if the goal or the plan to achieve the goal is not working as desired, or if circumstances have changed that affect the implementation of the plan to achieve the goal.

NOW LET'S SET SOME GOALS!!!!

Clearly communicated consensus
from a majority of Commissioners of

SMARTER & FASTER goals

that are listed in order of **PRIORITY**

***Manager Grace's Goal
for this Special Meeting!***