

City of Greeley, Colorado  
**CITY COUNCIL SUBCOMMITTEE**  
**Review Procedures for Council Direct Reports**  
October 27, 2020

The session began at 5:00 p.m. and was held remotely via the City's Zoom platform.

Mayor Gates led the Pledge of Allegiance to the American Flag.

Those present were Mayor John Gates and Councilmembers Michael Fitzsimmons and Brett Payton. Also present were Roy Otto, City Manager; Doug Marek, City Attorney; Mark Gonzales, Municipal Judge; Anissa Hollingshead, City Clerk; Maria Gonzalez-Estevez, Human Resources Director; Stacey Aurzada, Deputy City Attorney; and Paul Fetherston, Deputy City Manager.

Paul Fetherston provided an overview of the work done in preparation for this meeting. Previously, staff committed to following up with the three Council employees to review the draft process so they are familiar with it, and also to get some of their feedback. There were three areas of discussion where feedback was received. The first one was related to conducting 360 degree evaluations. He paused to allow the three Council employees to provide their feedback regarding this proposed element.

Mr. Marek noted the importance of 360 reviews is paramount in three regards, including: hearing back from clients (directors, etc.), hearing from employees, hearing from members of council; he noted potential concerns, including: new directors with differing levels of experience and knowledge of operations and services, as well as potential challenges with candor from direct reports unless anonymity was preserved.

Mayor Gates stated in discussions thus far the determination has been that 360 reviews would not pertain to the judge, given the work that is done by the Judicial Review Board already in his evaluation. Judge Gonzalez responded and noted that he is open to having a 360 review as part of his process, and it is one he is familiar with from prior roles, so he is open to whatever the determination of the Council is in moving forward.

Mayor Gates then turned to Mr. Otto for his thoughts. Mr. Otto shared he believes 360 reviews are a healthy thing to do, and reflective of what is being pursued across the organization. He noted his concern is with anonymous versus non-anonymous participation, and the desire to build accountability within the executive team, and coming alongside one another, while 360s provide an opportunity to make a concern known once a year instead of sharing those issues as they arise. He referenced an article from Dr. Antoinette Allen about psychological safety including info about ineffectiveness of 360 reviews in generating behavioral change, unless they are highly participatory. He then addressed some of the changes that have been instituted with the executive team to build a better structure, including midyear reviews and norming of reviews, and how he would like to see this sort of thing instituted as a next step as part of the follow up from this year's reviews as part of the sturdy guardrails of accountability. He also noted there may be some changes in state law about what is discloseable versus not discloseable.

Councilmember Payton spoke regarding wanting this to be a beneficial process all around.

Mayor Gates asked Mr. Otto if we didn't do 360 reviews if the rest of the process would stand on its

own. Mr. Otto noted that he believes 360 reviews are a great concept, and the concern is how that is handled after to develop the culture that embraces that, and we aren't there yet. How do we through modeling what is going on with the Council to the direct reports, how does that then help us do the same thing amongst the other executive leadership to help us all get better. No one does this perfectly, and we are all human beings, but in trying to figure out how we are more forthright and action oriented, this is where we need help from our HR professionals.

Mr. Fetherston stated the greatest option to get to the optimal 360 that is being talked about is to work with a consultant to identify steps to be taken as a set plan to get us there.

Ms. Gonzalez-Estevez stated her agreement, and noted it is important to take this first step.

There was discussion about how to make 360 reviews as constructive as possible. Mr. Fetherston committed to staff developing three options for 360 reviews to bring back to the full Council for its consideration when final action on this work for the current year is brought forward.

The second issue brought up by Mr. Fetherston was how Council will choose to handle pay increases for these employees. He noted the 2021 budget does not anticipate any pay increases unless contractually obligated. This group previously did not get an increase for 2020.

Mayor Gates stated he will talk to each council member individually to get a sense of where they are at on this topic. Mr. Fetherston also noted this would be flagged as an issue for the Council to speak about in the agenda summary for this topic when it comes to the full body.

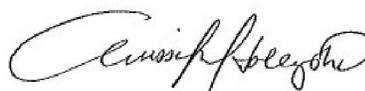
Mr. Fetherston identified the third topic for today's consideration is regarding which documents from the review process are discloseable. He introduced Deputy City Attorney Stacey Aurzada to speak to this.

Ms. Aurzada noted CORA (Colorado Open Records Act) has an exception for personnel records. Recent case law has better defined personnel data, and for the most part it refers to highly sensitive information, like SSN #, benefit info, etc. She also noted there is another section in CORA about materials prepared for Council's deliberative process, which could possibly be applicable in this realm, however withholding under those grounds requires additional findings.

Mr. Fetherston noted that those were the three items of feedback to share. Mayor Gates invited any final feedback from the three direct reports, who all expressed their general support for this work.

Ms. Gonzalez-Estevez stated she would be preparing a detailed SOP on the mechanics of the process, as well as a training for the full Council. Mr. Fetherston also shared the self-evaluation forms would be sent to the three direct Council employees now to begin that part of the process.

There being no further business to discuss at this meeting, it was adjourned at 5:28 p.m.



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Anissa Hollingshead, City Clerk