



Strategic Plan Quarterly Update – Q2/2024

Create a Community of Choice:

- **Maintain a safe and healthy community**
- **Create Belonging & Inclusion Resource Group**
 - The Belonging & Inclusion Resource Group met in Q2 to discuss the handbook edits. During the overall discussion regarding the handbook, it was noted that the group understands that the handbook is a legal guide to working in the City, but that a shorter version that is more consumable should be made for new employees. This discussion led to a discussion of the onboarding process in general and how important it can be to new employee retention. The group recommended a mentor program and inviting families to benefit meetings (when applicable).
- **Increase public and park open space attendance**
 - Renovate one park every other year.
 - Completed the park reforestation/re-planting plans for White City Park and Grignon Park. Applied for I.R.A. Urban Forestry Grant.
 - Completed work at LaFollette Park playground and Jonen Pavilion in June of 2024.
 - Completed Municipal Aquatic Center project in July of 2024.
 - Evaluate a City Facilities Manager Position
 - A sub-foreman daily role is being used to help define and evaluate tasks that may fall into a future full-time Parks and Facilities Manager position. Role will continue daily through October.
- **Anticipated focus for next quarter(s)**
 - Pending the HR hiring process, new HR would propose updates to the City Handbook from both the HR perspective and from the Belonging & Inclusion Resource Group's notes.
 - Continue to develop and gather information on park amenities conditions and maintenance. As part of the Park Master Plan, an inventory of park equipment and amenities is being created to allow for better tracking of short- and long-term maintenance needs and replacement schedules at each site.

Communication Plan:

- **Enhance communication with Council**
 - Edits were made based on the feedback from the last Committee of the Whole. Additional discussion will be had at the next Committee of the Whole. Due date has been pushed from 6/3/24 to 8/30/24 to allow for further discussion.
 - Elected Officials Orientation Guide is waiting on the finalization of communication guidelines
- **Enhance internal communication**
 - Met with SMAT team to discuss internal communication areas for improvement. A list of solutions were created and presented to department heads. Policies/guidelines will be written for items like, creating meeting agendas and email etiquette, new feature added to the internal newsletter to outline departments.
 - For the intranet – it was determined we would need to budget for an RFP to obtain assistance in setting up the intranet.
 - Monthly distribution of internal newsletter is going well. Have requested assistance in promotion of the internal newsletter from Department Heads.
- **Enhance external communication**
 - In addition to having the media policy, Marketing/Coms Manager will gather a communications team made up of the staff who manage their department's social media pages. This team will meet monthly to discuss what will be shared for the month.
 - Social media training is being had on a continual basis as needed
 - List of resources is being gathered to develop the resident guide
 - Website is coming along- received eight content pages and have provided feedback
- **Anticipated focus for next quarter(s)**
 - Put together an RFP for intranet
 - Finalize DH/Council coms guidelines
 - Finalize Elected Officials Orientation Guide
 - Begin monthly meetings with coms team

Create a People Management Plan:

- **Develop a standardized staffing assessment (risk assessment, current/future needs, job analysis, needed resources, etc.)**
 - Phase 1 of the staffing assessment was completed and shared with staff and council. This document shows what the department areas do in terms of operations as well as a few thoughts on what operations excellence can look like with a few changes. Staff was ambitious with the goal of also having phase 2 completed of this process which was the position assessment. More time is needed to analyze the individual analysis before compiling with the standard assessing document. The final step of this process will be the requested positions that will make up the 5-year people plan requested.
 - Staff will continue to share the information with council as the phases are completed. A thorough discussion will be had once all three phases are completed. With all three phases, a holistic picture of the department layout, position roles, and requests will aid in the understanding how areas can better serve to meet the mission and vision of the City.
 - Phase 2 is expected to be completed by July 31 and Phase 3, people plan, is expected by mid to end of August. To avoid questions that can be answered with all three phases the individual phase will be presented to give council an update on where the process is and more information on each area of the city. If there are any questions before the in-depth conversation of all three phases please reach out to the respective department.
- **Create a targeted recruiting plan for the City**
 - This initiative has been started by the former HR Director. A draft is established, and a meeting will be set up with applicable DHs to review. This initiative is delayed due to staffing change in department
- **Develop marketing plan to showcase City benefits**
 - Complete – marketing plan includes being more transparent with city benefits on the website along with sharing benefits on social media.
- **Create an employee engagement plan for the City**
 - City had the first employee staff outing in June
 - Developing the onboard process to make the experience and process more streamlined
- **Anticipated focus for next quarter(s)**
 - Continue to work on Phase 2 and 3 of the Staffing Assessments
 - Continue the performance management integration with Comp plan
 - Finalize standardized onboarding process
 - Get the new HR Director acquainted with this area of the Strat plan