



# Strategic Plan Quarterly Update – Q3 & Q4/2024

---

## Create a Community of Choice:

- **Maintain a Safe and Healthy Community**
  - Staff has re-created a robust and active safety committee. All departments are represented and are participating in a safety manual rewrite and monthly meetings.
- **Create Belonging & Inclusion Resource Group**
  - The Belonging & Inclusion Resource Group met in Q3 to finish up the recommendations for the Employee Handbook. In Q4 the group met to brainstorm projects for 2025 featuring a range of ideas from signage, to staff volunteer opportunities, to more inclusive audio equipment for meetings.
- **Increase Public and Park Open Space Attendance**
  - Added Sidewalk to several blocks on the neighborhood north of Horseshoe Park and along park properties.
  - Designed and bid project for 1000 Island Boardwalk to be safe and accessible to more visitors.
- **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.
  - Completed Jonen Pavilion – Still need to furnish kitchen area
  - Completed Municipal Aquatic Center project in July of 2024.
  - Began process for updating Strassburg Park playground.
  - Special Event application continues review. Will be completed with the “new” website in March.
  - Began replacing 1000 Islands Boardwalk

- **Evaluate a City Facilities Manager Position**
  - A sub-foreman daily role is budgeted for 2025 to help define and evaluate tasks that may fall into a future full-time Parks and Facilities Manager position. Role will be daily April 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.
  - Hold public listening sessions to gather resident feedback on parks and what type of improvements they want to see
  - Seek proposals for Strassburg Playground Upgrades
  - Make accessibility improvements to park areas
  - Seek proposals from consultants to redesign LaFollette Park facilities.
  - The Belonging & Inclusion Resource Group will select one or two projects to focus on in 2025, selecting the project(s) in Q1.

**Communication Plan:**

- **Enhance communication with Council**
  - Department Head (DH)/Council Communication Guidelines: No further feedback was given at the last Strat Plan update (Q2 update). Printed copies were included in the Elected Officials Orientation Guide and digital copies were sent to Department Heads.
  - Elected Officials Orientation Guide was completed and placed at Council seats in the Council Chambers 10/9/24
  
- **Enhance internal communication**
  - Internal Coms Plan: Policies/guidelines for items like creating meeting agendas and email etiquette were written, reviewed, and edited. Submitted final copies to DH's for own records and to HR for consideration for Employee Handbook.
  - Employee Intranet: It was determined we would need to budget for an RFP to obtain assistance in setting up the intranet. IT Manager is leading this effort.

- Internal Newsletter: At the start of 2025, the internal newsletter has been moved to a bi-monthly publication as open rates have steadily decreased since becoming a monthly publication.
- DH Team Building/Training: HR Director, Finance Director, and Marketing/Communications Manager working through a plan with FVTC for the 2025 training (looking at March/April).
- **Enhance external communication**
  - Monthly Communication Team meetings (made up of staff who manage the department's social media & external coms) are going well. Implemented a social media management tool to assist departments with multiple profiles. Social media training and updates are being incorporated into Coms Team meetings.
  - A list of resources is being gathered to develop the resident guide
  - Marketing and Communications Manager received access to the website in mid-October. Currently on track to going live at the end of Q1 (3.28.2024 was the kickoff meeting, making the end of Q1 12 months since starting the process of building a completely new website).
- **Anticipated focus for next quarter(s)**
  - Finish website
  - Work on Resident Guide
  - Have DH team building scheduled
  - Evaluate the Phone System and present options for improvement
  - Staff Technologies training on the Microsoft Suite is scheduled for end of Q1-2025 and a second offering at the beginning of Q2-2025.

### Create a People Management Plan:

- **Develop a standardized staffing assessment (risk assessment, current/future needs, job analysis, needed resources, etc.)**
- All phases of the staffing assessment have been completed and presented to the Committee of the Whole meeting on January 6, 2025. The presentation included:
  - A summary of the findings from the assessments.
  - Recommendations for the earmarked funds in the 2025 budget to fill staffing needs identified in phase 3 of the assessment for 2025.
- The People and Operational Plan was created as a result of this initiative.
- Meetings have been scheduled with staff in 2025 to review the document and ensure it stays current.
- A workshop session has been scheduled for 2025 to:
  - Allow departments to review efficiency and synergy ideas.
  - Discuss implemented items and brainstorm new ones.

- Update the list of initiatives.
- The People and Operational Plan will have a webpage for public visibility, like the Capital Improvement Plan. The website will:
  - Explain the purpose and use of the plan.
  - Include previous years' plans to show evolution and planned implementations.
- **Create an employee engagement plan for the City**
  - City had the first employee staff outing in June
  - End of year celebration was held at Electric City Lanes on December 6, 2024. 2025 date for this event is December 5, 2025 again at Electric City Lanes. This event will always be planned for the first Friday in December.
  - Developing the onboard process to make the experience and process more streamlined
- **Anticipated focus for next quarter(s)**
  - Better define the performance management integration with the Comp plan and come back with a recommendation for improvement
  - Revisit the incentive and Merit program and come up with a better way to structure and implement
  - Finalize standardized onboarding process