Strategic Plan and Organizational Assessment

Staff Survey —

Thank you for your tremendous participation in our staff survey for the Strategic Plan.

We received 965 staff survey responses, with notable participation from OEO (100%) and Community Development (88%). Other notable teams include Urban AI, Aging, Human Resources, and Finances.
Your perspectives have been and will continue to be incorporated into the plan.

The staff responses offered valuable feedback and insights into the plan's components and EY made adjustments to the purpose statement based on the feedback. Guiding principles were well-received, but staff indicated they vary in their current state application. Drafted focus areas were validated, highlighting room for improvement in each domain.

In the survey, 70% of staff understand City Hall's involvement in the strategic planning, and 90% believe a clear vision for City Hall's impact over the next 5-10 years is important.

The quotes on the right summarize the prevailing themes from the qualitative survey.

Employee Quotes

- "Make the **hiring process** less intensive and lengthy. It takes almost 2-3 months to get someone in a position."

- "Instead of looking at our employees' abilities based on job descriptions, look at the **talent of our employees** and see how they can support other departments to deliver services better"

- "Most strategic plans end up looking similar. The **process itself and engagement throughout the organization** is still valuable. Suggest a refresh be an up-front part of the process (instead of saying we'll look again in 10 years)."

- "Be **specific in your recommendations**. They (City Hall employees) want to know specifically how things will change and improve."

- "There need to be **solid written policies and training** on how to accomplish basic tasks-like internal steps involved in applying for and obtaining grants, issuing RFPs, etc. "

Stakeholder Engagement —

In addition to the survey, through Phase 1, the EY staff has been listening to a variety of stakeholders to get us to the below outputs.
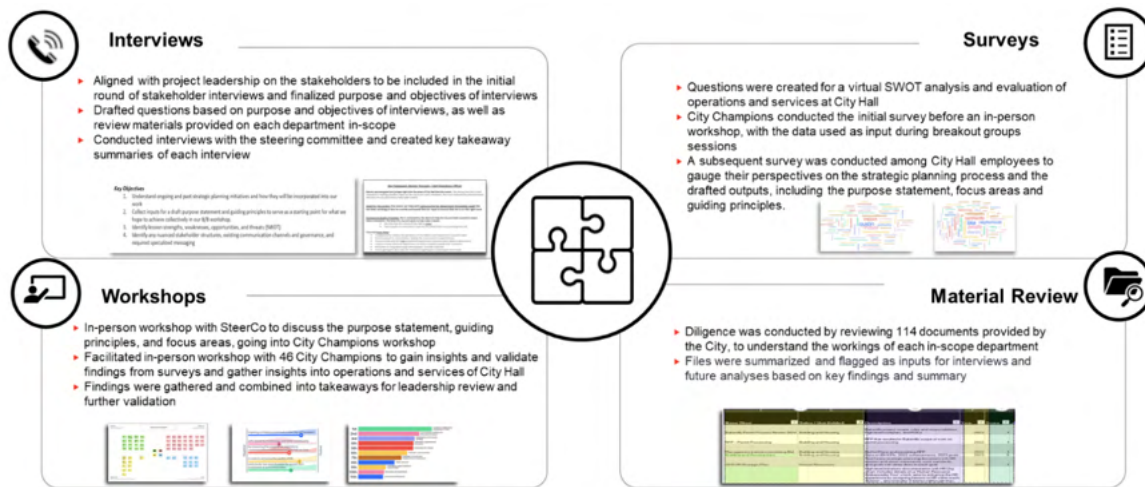
Where We Are & What's Ahead —

Thanks to our leadership, staff, and stakeholders, we are nearing the end of Phase 1 (Strategic Plan) of the work.

Through these first couple of months, City Hall came together to define our aspirational purpose, six guiding principles, four focus areas, and several objectives and metrics to define success for each of those focus areas. To get to these, the EY team engaged with and got essential feedback from Mayor Bibb, chiefs and directors, City Hall staff, community stakeholders and residents, and members of City Council. The near-final drafts were unveiled at an all-hands meeting in September and will be shared later in October.

Over the next few weeks, we will be identifying and prioritizing departmental initiatives to execute the objectives in each of the focus areas for the strategic plan. In October, we will start transitioning into Phase 2 of this project.

The Framework —

The framework we are using to structure this plan includes the creation of an overarching and aspirational *purpose statement* that overlays everything we do because it speaks to why we are doing this work.

We also have been working on developing 6 guiding principles that speak to how we approach the work and reiterate the values we aspire to live out in our workplace. All staff should be living out these principles as a lens to guide every aspect of their work! Next, we have identified 4 main focus areas (these are still in draft mode) that frame what the areas are that we are going to prioritize. Under each of these buckets are key goals and metrics that help us determine whether we are making progress towards these goals. The way we will make progress is by executing the departmental and cross-departmental initiatives. Currently, we are fine-tuning the objectives and measures of success and are in the process of identifying and prioritizing some of these objectives.

Stakeholder input has shaped and re-shaped each element of this framework. We are continuing to incorporate input and will unveil the completed framework in the coming weeks.