

## September 28, 2021 Senior Leadership Team Prioritization Meeting

**Attendees:** CM Fox, DCM Clarke, City Clerk Carpenter, Director Smith, Director Cheung, Director Clark, Director Cross, Acting Director Abbas, Director Jones, Director Braithwaite, Chief DeVaul and Communications Manager Wright

### Opener - Self-Care discussion

Importance of self-care for well being and to maintain effective work-life balance (family/exercise)  
Utilize options and lean on each other when needed.

### Priorities & Timeline

Senior Leadership exercise: Priorities for 2022, 2023, and Beyond- Task or goal (3-5 operational departmental priorities)

### **Employee Development**

|           |        |  |
|-----------|--------|--|
| 2022      | High   | Mental health initiative for staff (not counselors)      |
| 2022      | High   | Develop and rollout change of performance review process |
| 2022      | Medium | Succession planning and cross training                   |
| 2022      | High   | Performance measurement program and process improvement  |
| 2022      | Medium | Organizational assessment                                |
| 2022/2023 | Medium | Citywide trainings and professional development          |
| 2022      | High   | Compensation and pay equity study                        |
| 2022/2023 | High   | Recruit and Retention efforts                            |
| 2022/2023 | Medium | Fully Staffed and correctly trained/super visionary team |
| 2023      | High   | Hire system administrator (IT)                           |
| 2023      | High   | Review and adjust citywide staff structure               |

### **Engagement (Internal and External)**

|           |        |   |
|-----------|--------|---|
| 2022      | High   | Find new ways to reach residents that do not currently participate in programs                |
| 2022      | High   | Create systems and an atmosphere that allow staff to be creative and innovative               |
| 2022      | High   | Streamline flow of information  |
| 2022      | High   | Establish new and nurture existing community partnerships                                     |
| 2022      | Medium | Tenant Opportunity to Purchase and Rental Assistance process                                  |
| 2023      | High   | Increase communications department  |
| 2023      | High   | Neighborhood liaison  |
| 2023      | High   | Rebranding city website   |
| 2022/2023 | High   | Continuity of engagement with patrons/citizens throughout construction (library)              |
| 2022/2023 | High   | Develop new ways and create revenue from recreation programs and services                     |
| 2023      | High   | Revamp Police explorer and homework clubs   |
| 2023      | Medium | Slack or other IT solutions (For internal communication)                                      |
| 2023      | Medium | Improve use of online resources through new discovery layers and programs/marketing (library) |
| Beyond    | Medium | Make facilities more user friendly  |

### IT- Digital Information

|           |        |  |
|-----------|--------|--|
| 2022      | High   | Disaster recovery site   |
| 2022      | High   | HR and Financial systems upgrade/ Purchase and implement comprehensive HRIS system |
| 2022      | High   | Content Management/ easier document management                                     |
| 2022      | High   | Finance: Budget online Socrata   |
| 2022      | High   | Onboard a work order management system   |
| 2022      | High   | Document management system and implementation of paperless policy                  |
| 2022/2023 | Medium | Build out shared drive   |
| 2022/2023 | High   | PIA requests   |
| 2023      | High   | 311 Engagement tools   |
| 2023      | High   | Records retention schedules (update and improve)                                   |
| 2023      | High   | CRM database/Centralized constituent relations                                     |
| 2023      | High   | Database of rental properties  |
| Beyond    | High   | Finance: Financial system upgrade or overhaul (ERP migration)                      |
| Beyond    | Medium | Go paperless (develop procedure and forms)   |
| Beyond    | Medium | Cloud data warehouse   |
| Beyond    | Low    | Virtual desktops   |

### Process Improvement

|           |      |   |
|-----------|------|---|
| 2022      | High | Financial forecast  |
| 2022/2023 | High | Finance: Bank/treasury upgrade  |
| 2022/2023 | High | Finance: Process improvement (check 21/payroll/accounts payable to act) |
| 2022/2023 | High | Review, update, and create citywide policies                            |
| 2022/2023 | High | Election process  |
| 2023      | High | Improve, streamline processes- Council agenda and meetings              |

### Capital \$\$\$

|             |        |   |
|-------------|--------|---|
| 2022        | High   | Complete capital projects in the budget   |
| 2022        | High   | Housing Reserve fund                      |
| 2022        | High   | Relocate library to and from temporary HQ |
| 2022        | High   | Payment in lieu of taxes (pilot)          |
| 2023/Beyond | Medium | Facility upgrades                         |

**2022 City-wide Priorities** *(as ranked)*

|  |
|--|
| Financial forecast   |
| Find new ways and need residents that do not currently participate in programs |
| Mental health initiative for staff (not counselors)                            |
| Disaster recovery site   |
| HR and Financial system upgrades (HRIS)  |
| Relocate library to and from temporary HQ                                      |
| Develop and rollout change of performance review process                       |
| Succession planning and cross training   |
| Performance measurement and process improvement                                |
| Organizational assessment  |
| Content management/easier document management                                  |
| Finance: Budget online Socrata   |
| Onboard a work order management system   |
| Create an atmosphere that allow staff to be creative and innovative            |
| Citywide trainings and professional development                                |

**2023 City-wide Priorities** *(as ranked)*

|  |
|--|
| Hire system administrator (IT)                           |
| Review and adjust citywide structure                     |
| Review, update, and create citywide policies             |
| Records retention  |
| Slack or other IT solutions (for internal communication) |
| Increase size of communication department                |
| Neighborhood liaison                                     |
| Rebranding city website                                  |

**Beyond** *(as ranked)*

|   |
|---|
| Make facilities more user friendly                            |
| Facility upgrades   |
| Finance: Financial system upgrade or overhaul (ERP migration) |
| Go paperless process  |
| Cloud data warehouse  |
| Virtual desktops  |

Next Steps

**Challenges:** financial resources, getting support, navigating change management, managing workloads

**Needs:** Strong Project Management, Strong Leadership Commitment

Sustaining commitment, re-visit/check-ins (frequency - quarterly?)

Address the Whys, Impacts – do other things have to be re-prioritized

Taking the steps to move forward

**Communication:** Informing – Staff, Council, and community on organizational priorities