



## **MEETING NOTICE**

### **I.D.E.A. ADVISORY COMMITTEE**

**July 15, 2024 - 6:00 PM**

Tualatin Heritage Center, 8700 SW Sweek Dr.

#### **Virtual Meeting Access:**

<https://us02web.zoom.us/j/89626954737>

Passcode: 833724

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#### **A. CALL TO ORDER (6:10 PM)**

#### **B. APPROVAL OF MINUTES**

#### **C. COMMUNICATIONS**

1. Co-Chairs
2. Council Liaison
3. Staff
4. Public

#### **D. OLD BUSINESS**

1. Proclamations
2. Vision Statement

#### **E. NEW BUSINESS**

1. Strategic Planning: Example Plan
2. Review Topics of Interest

#### **F. FUTURE AGENDA ITEMS**

1. Strategic Planning

#### **G. COMMUNICATIONS FROM COMMITTEE MEMBERS**

#### **H. ADJOURNMENT**

All meetings of the Committee are open to the public. This meeting location is accessible to person with disabilities. To request accommodations, please contact Jerianne Thompson, Library Director, at [jthompson@tualatin.gov](mailto:jthompson@tualatin.gov) or 503-691-3063 at least 36 hours prior to the meeting.

For those wishing to provide comment during the meeting, there is one opportunity on the agenda: Public Communications. Written statements may be sent in advance to Library Director Jerianne Thompson no later than 5pm on July 15, 2024.

# IDEA ADVISORY COMMITTEE MEETING

May 20, 2024



Present: Angelica Butler (virtual), BJ Park, Chris Paul, Destini Barajas, Erinn Stimson, Gerry Preston, Jasmine Wilder, Kolini Fusitua (virtual), Rebekah Morgan, Councilor Christen Sacco

Absent: Winnie Lo

Public: None

Staff: Jerianne Thompson, Library Director  
Betsy Rodriguez Ruef, Community Engagement Coordinator

Consultant: Amber Coleman, Matt Jones, and Tanya Settles (virtual) of Paradigm Public Affairs

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**A. CALL TO ORDER**

Chris Paul called the meeting to order at 6:10 PM. Chris welcomed the committee and reviewed the agenda.

**B. APPROVAL OF MINUTES**

Paul called for any corrections to the meeting minutes. Erinn Stimson moved to accept the minutes. Rebekah Morgan seconded. The motion passed unanimously.

**C. COMMUNICATIONS**

**1. Co-Chairs:** None

**2. Council Liaison:** Councilor Christen Sacco shared that in a recent Council meeting she brought up this committee's concern about affordable childcare. She asked that the Council and the Mayor keep that in the forefront along with the rest of their goals, as it was a concern brought up by other members of this committee. The City Council read a proclamation declaring May 12-18 as National Prevention Week. The proclamation spoke on substance misuse, the relationship between substance misuse and mental health, and how it impacts our communities. Additionally, the Tualatin

Family Resource Center, a grant recipient, spoke at Council's April 22 meeting. Their focus is on food insecurities, housing insecurity, healthcare access, and education. Center representatives shared that the local poverty rate is at 10%. The grant funds awarded to them have assisted with clothing, community resource referrals, food, housing, technology, laundry assistance, legal assistance, medical, and transportation needs. Councilor Sacco also shared that Pride Stride is on June 22. A Pride proclamation will be read at Council's May 28 meeting.

**3. Staff:** Betsy Rodriguez Ruef announced that Valerie Holt and Jasmin Wilder had resigned from the committee. Ruef also shared that she partnered with the Tualatin Police Department to give a presentation at the Marquis assisted living facility. In addition, Ruef co-sponsored the Latino business networking event and tabled at the State of the City event.

Jerianne Thompson said that the library's annual summer reading program starts on June 1, with a kickoff program on Friday, June 14. The Historical Society has an upcoming program on June 24 related to their LGBTQ+ oral histories project. She also shared that the Police Department received a grant through the Oregon Department of Justice to fund six officers and captains to go to a trauma-informed response training four-day workshop, after which they will be able to provide training to other Police and City staff.

**4. Public:** None.

**D. NEW BUSINESS**

**1. Committee Powers & Duties:** Ruef and Megan George led a review of the work of the Equity Committee Planning Group and the potential areas of focus for the committee. George shared context about what led to the creation of the Equity Committee Planning Group (ECPG). When a group of councilors proposed starting a City committee focused on inclusion diversity, equity, and access, the City Council decided to shape that committee through community input by forming an ad hoc, or temporary, committee.

The ECPG worked on drafting the structure and rules for the permanent committee, similar to how our other committees are structured. Their work included discussing what the group would work on, the power dynamics within the group, and the recommendation to have co-chairs instead of a chair and vice chair. They also deliberated on the number of appointees and whether to have specific demographic requirements for the committee members or keep it more open-ended. Ultimately, they reached a unanimous agreement on the recommendation, which is summarized in the ECPG final report. The City Council approved the recommendation of the planning committee, with a few small tweaks to the code language. In addition, the ECPG put together a list of potential action items or focus areas for the committee to consider.

Thompson reviewed the committee's powers and duties. Destini Barajas asked if the committee could get a recap of what the committee has discussed during its first six months. Paul asked if the committee had any ideas on celebrations or proclamations they might be interested in recommending to Council. Kolini Fusitua suggested Tonga Day on August 17, Stimson suggested Dystonia Month in September, and BJ Park suggested Internet Safety Awareness Month for kids. Thompson said she and Ruef would provide a template for creating a draft proclamation.

**2. Proclamations Process:** George presented information about the process for City Council proclamations, which are issued to recognize a period of time that has a major citywide impact or impacts a group of people in Tualatin. The goal is to honor, celebrate, or create awareness of an event, special occasion, or significant issue. Proclamations can come through the City Manager, a member of City Council, or a community member, including recommendations from City advisory committees. Proclamations should be submitted for consideration at least four weeks ahead of the Council meeting date when you would like the proclamation read. Generally, the City Council will read no more than two proclamations per meeting.

**E. OLD BUSINESS**

**1. Vision Statement & Goal Setting:** Matt Jones from Paradigm Public Affairs reviewed a strategic planning framework. Right now, we are working on the mission and the vision. As a refresher, the mission is our overarching purpose—it covers us and explains why we are here. He said, the mission is what we do, and the vision is where we want to go—what we want to achieve. Our values, which we haven't discussed much yet, guide how we go about our work. Under each of these, we have four strategic priorities. Having just a few goals makes the plan realistic and achievable.

Jones asked if there was consensus for the current draft mission statement: We engage with the community by promoting inclusion, celebrating diversity, pursuing equity, and championing access. A visual vote showed consensus. Jones then led the committee in a discussion about the vision statement. He noted that while we don't have a finalized statement, we have many elements. The vision answers the question: What do we want to achieve? Where do we want to be as a committee? By carrying out our mission, we achieve our vision. Jones asked committee members to look at the proposed vision statement elements, included in the meeting packet, and come up with a rough idea of one to two concise sentences.

**E. FUTURE AGENDA ITEMS**

- 1. Next meeting date June 17, location: Juanita Pohl Center**
- 2. Vision Statement, Values Alignment**

**F. COMMUNICATIONS FROM COMMITTEE MEMBERS**

Councilor Sacco announced she will not be attending the June meeting however, Councilor Cyndy Hillier will be her back up.



**G. ADJOURNMENT**

Meeting was adjourned at 7:55 PM.

\_\_\_\_\_, Betsy Rodriguez Ruff & Jerianne  
Thompson, staff

DRAFT

# Proclamation

*Declaring August 17, 2024, as Tonga Day in the City of Tualatin*

WHEREAS, Tualatin has seen an increase in Pacific Islanders community members, with more than 300 counted in the 2020 US Census; and

WHEREAS, Tonga is an island kingdom in the South Pacific where many have migrated from, seeking work and educational opportunities, with current estimates that about half of all Tongans live abroad; and

WHEREAS, Native Hawaiians and Pacific Islanders, including Tongans, comprise about 5 percent of Oregon's population; and

WHEREAS, Tongans have been part of the Tualatin community for many years, with Oregon's first Tongan church sited in Tualatin from 1981 to 1982 at the residence of Sione Fataua; and

WHEREAS, Tongans celebrate their cultural identity through oral literature, singing, and dancing; and

WHEREAS, the Tonga Day 2024 festival will feature a full day of elegant cultural performances, arts and crafts, jewelry, island attire, and more, celebrating Pacific Islander's culture and helping families maintain their traditions;

NOW, THEREFORE, BE IT PROCLAIMED BY THE CITY COUNCIL OF THE CITY OF TUALATIN, Oregon that Tualatin recognizes the 17<sup>th</sup> day of August 2024 as Tonga Day. We encourage community members to join our Pacific Islander neighbors at Gateway Discovery Park in Portland for the Tonga Day Festival.

INTRODUCED AND ADOPTED this \_\_\_\_\_ day of MONTH, 2024.

CITY OF TUALATIN, OREGON

BY \_\_\_\_\_  
Mayor

ATTEST:

BY \_\_\_\_\_  
City Recorder

# Proclamation

## *Declaring September 2024 as Dystonia Awareness Month in the City of Tualatin*

WHEREAS, dystonia is a neurological movement disorder characterized by involuntary muscle contractions, causing repetitive movements and abnormal postures; and

WHEREAS, dystonia affects individuals of all ages and significantly impacts their quality of life and ability to perform everyday activities; and

WHEREAS, there is currently no cure for dystonia, and more research is needed to find better treatments and ultimately a cure; and

WHEREAS, raising awareness about dystonia is crucial for early diagnosis, proper treatment, and improving the lives of those affected by this disorder; and

WHEREAS, Dystonia Awareness Month provides an opportunity to educate the public, support individuals and families living with dystonia, and promote research efforts to find better treatments and a cure; and

WHEREAS, organizations, healthcare professionals, and community members can work together to advocate for increased research funding and to support those living with dystonia;

NOW, THEREFORE, BE IT PROCLAIMED BY THE CITY COUNCIL OF THE CITY OF TUALATIN, Oregon that Tualatin recognizes September 2024 as Dystonia Awareness Month. We encourage residents to join in raising awareness about dystonia, supporting those affected by the disorder, and promoting activities supporting research.

INTRODUCED AND ADOPTED this \_\_\_\_ day of MONTH, 2024.

CITY OF TUALATIN, OREGON

BY \_\_\_\_\_  
Mayor

ATTEST:

BY \_\_\_\_\_  
City Recorder

# Proclamation

*Declaring October 10, 2024, as Affordable Housing and Quality Child Care Day in the City of Tualatin*

WHEREAS, access to affordable housing is a fundamental right, essential for the stability and well-being of every individual and family, and provides a foundation for a healthy and productive life; and

WHEREAS, many residents in our community face significant challenges in securing and maintaining affordable housing, leading to instability and hardship; and

WHEREAS, rapid rehousing programs and other housing support initiatives, such as safe parking programs, are critical in assisting low-income residents to find and maintain stable housing; and

WHEREAS, quality child care is essential for supporting working families, promoting economic stability, and fostering a thriving community. Finding affordable, quality, and inclusive child care remains a significant challenge for many families, impacting their ability to work and maintain economic stability; and

WHEREAS, affordable housing and quality child care are critical components of a healthy, stable, and thriving community, ensuring that all families have the opportunity to succeed and contribute to the community; and

WHEREAS, community support and effective policies are essential to address these challenges and provide the necessary resources and infrastructure to support low-income residents and working families;

NOW, THEREFORE, BE IT PROCLAIMED BY THE CITY COUNCIL OF THE CITY OF TUALATIN, Oregon, that October 10, 2024, is Affordable Housing and Quality Child Care Day. Together, we can build a stronger, more compassionate community where everyone has a safe and stable place to call home and where every child has access to nurturing and enriching environments.

INTRODUCED AND ADOPTED this \_\_\_\_ day of MONTH, 2024.

CITY OF TUALATIN, OREGON

BY \_\_\_\_\_  
Mayor

ATTEST:

BY \_\_\_\_\_  
City Recorder

## Mission Statement – Draft

### Statement 1:

The IDEA Committee serves to improve the community of Tualatin by promoting inclusion, celebrating diversity pursuing equity and guaranteeing/championing access.



### Statement 2 (2/20 meeting):

We strive / are committed to impact (affect / positively influence) the community of Tualatin by promoting inclusion, celebrating diversity, pursuing equity, and prioritizing (championing) access.

### Statement 3 (3/18 meeting):

We engage with the community by promoting inclusion, celebrating diversity, pursuing equity, and championing access.

### Alternatives discussed for guaranteeing/championing access:

- Creating access
- Prioritizing access\*\*
- Championing access
- Bolstering/uplift
- Strengthen
- To aim

## Vision Statement – Drafts

- What inspires each of us to be a member of this Committee? What are the common themes?
- What goals do we want to reach? What are important areas of focus?
- What do you want people to know, feel, do? Think ahead 7 generations.

Proposed phrases:

Community members are valued, understood

Everybody feels safe, included, empowered, welcomed, celebrated

Bring together, belonging

The place where people want to start / raise their family

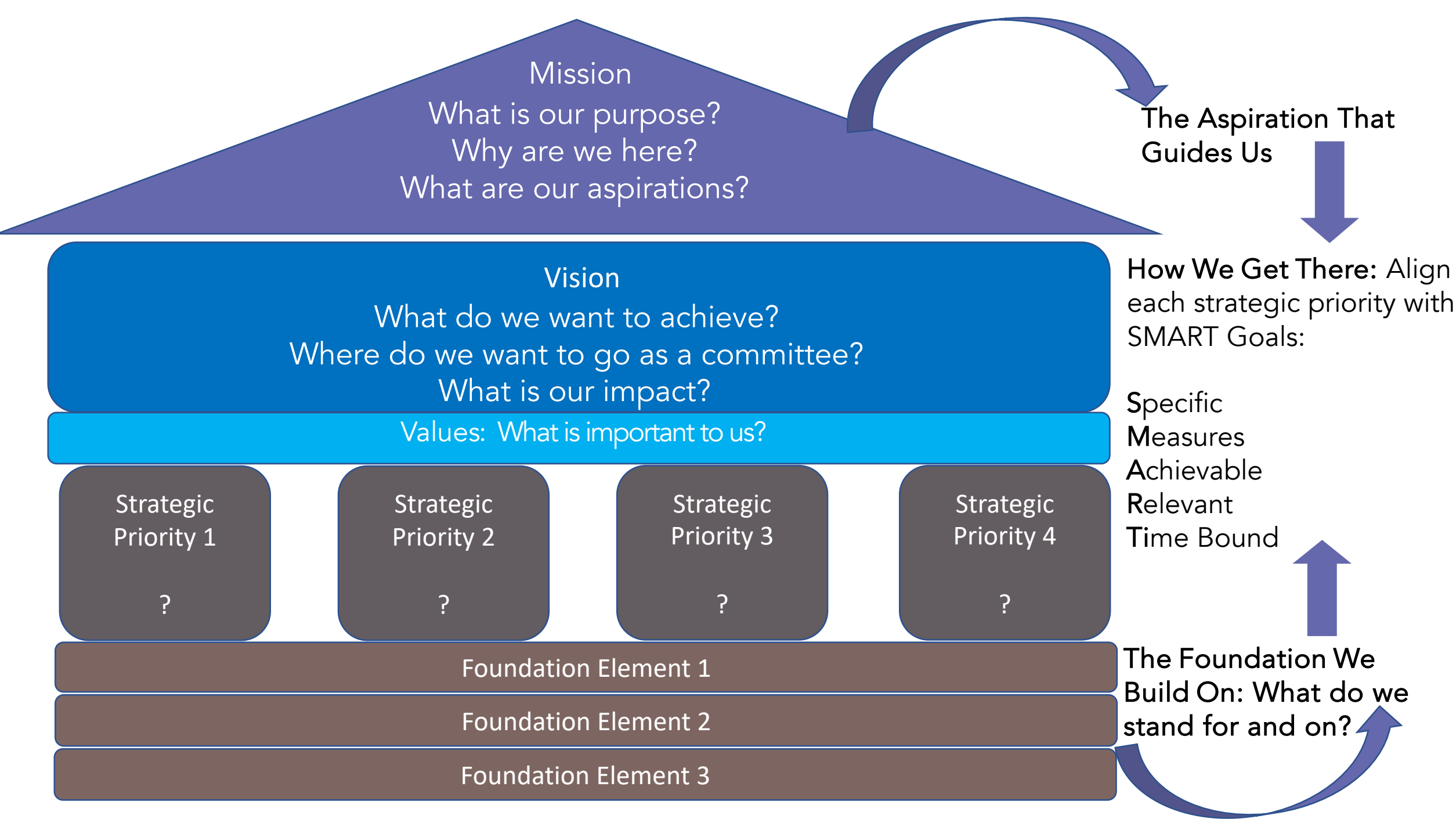
Reputation: recognized regionally (“benchmark” / beacon) – highlighted

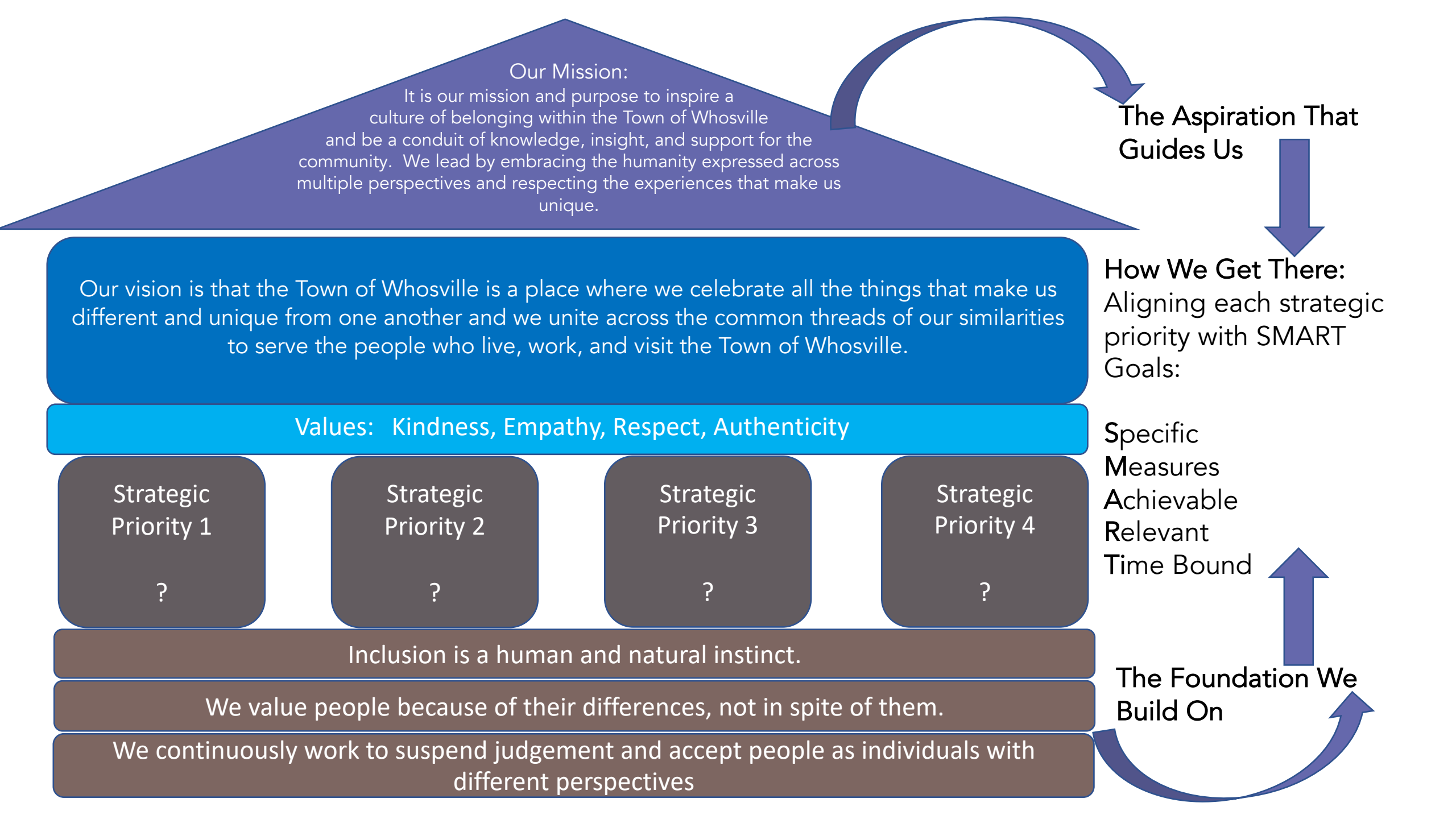
Community feels appreciated

What is our ultimate goal? Tualatin known for being *the place*

People are more aware / educated of the challenges / problem of not belonging

Everyone in our community feels safe, welcomed, included, that they belong.







**Building the Equity and Inclusion Strategy House  
Creating SMART Goals**



Be **Specific**. Think in terms of who, what, where, or how.



How will you **measure** success? Quantity, Improvements, reductions?



Is this goal **achievable**? Do we have the resources, capacity, capabilities to accomplish the goal. If not, what do we need?



Be **relevant**. How does this goal connect to our broader mission, vision, values?



Make sure the goal is **time-bound**. When do we want to achieve success? When will we remeasure?

Example Goal: By the end of Fiscal Year 2025, increase community participation in Lunch & Learn programming by 20 percent from 2023 participation by offering a mix of in-person, hybrid, or distance opportunities that allows us to reach a larger population of community members.

Who: Community members who attend Lunch & Learn events.

How: Create hybrid options

Participation logs, survey after-event survey responses. Measurement points might be after each event, annually, semi-annually, monthly.

Lunch & Learn events are scheduled on a quarterly basis this year. There is a reasonable expectation that we can sustain this level of programming, but we may also want to explore opportunities to offer events at different times of the day for employees who work shifts.

This goal maps to our mission to be a "conduit of knowledge", our vision to unite across common threads, and all 3 of our foundational beliefs.

Baseline measurement begins in FY 2023 and ends at the conclusion of FY 2025.



Be **Specific**. Think in terms of who, what, where, or how.



How will you **measure** success? Quantity, Improvements, reductions?



Is this goal **achievable**? Do we have the resources, capacity, capabilities to accomplish the goal. If not, what do we need?



Be **relevant**. How does this goal connect to our broader mission, vision, values?



Make sure the goal is **time-bound**. When do we want to achieve success? When will we remeasure?

Goal:

|  |  |  |  |  |
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|--|--|--|--|--|



Mooresville  
NORTH CAROLINA

# Committee on Culture & Connections

3-Year Strategic Plan  
September 2023





## Message From the Committee on Culture and Connections

Greetings,

The Committee on Culture and Connections has an important role in preserving and enhancing a respectful and welcoming environment for all Town staff where employees experience a sense of welcomeness and belonging as we serve the people of the Town of Mooresville. We are inspired and guided by our mission to be a source of knowledge and support, so all employees feel valued, respected, and important. As we work toward our vision of a place where we celebrate all the things that make us different and unique from one another and we unite across the common threads of our similarities, we appreciate the opportunity to examine the future as we fulfill our mission.

This strategic plan is the result of an inclusive process that involved the members of the Committee on Culture and Connections over several months as we looked closely at our needs, our unique role, and purpose. The goals and strategies within this document carry us forward for the next 2-3 years and we focus on critical needs that include building trust, resiliency, and an organization of choice where belonging and organizational culture is healthy and employee centered.

Our work plays a meaningful role in promoting the Town of Mooresville as a public employer of choice and lays the groundwork where employees are connected to one another, share a sense of purpose, and are valued for the many contributions and services we provide to the people who live, work, and play in the Town of Mooresville. The Committee on Culture and Connections is pleased to present our strategy for achieving this vision.

Tiffany Shelley  
Ashley Fox  
Nathan Johnston  
Whitney Munroe  
Latasha Singletary

Violet Carter  
Lynn Hegedus  
Glenn Morrow  
Rebecca Saunders



## About The Committee on Culture and Connections (C<sup>3</sup>)

The Committee on Culture and Connections at the Town of Mooresville has its origins as early as 2017 when the Town of Mooresville offered professional development that focused on the importance of understanding diversity in the workplace.

Since that time, the Town has been committed to creating an environment where differences are recognized, understood, appreciated, and utilized for the benefit of all Town employees, leaders, and community members.

Our first iteration, the Diversity Advisory Committee (DAC), was a result of gathering and gaining insight from over 100 Town employees, and in 2021, the DAC released its initial strategic plan and vision for the Town. Original representation and membership of DAC consisted of multiple Departments, functional areas, and staff at different levels throughout the organization. At its inception, a primary charge of the DAC was to advise Town leadership on strengthening communication, improving recruitment and retention of employees, providing opportunities for Town employees to learn about the many dimensions of diversity, equity, inclusion and belonging, and generally be champions of inclusiveness throughout the Town.

This year, we've refocused our efforts, re-energized, rebranded, and renamed ourselves as the Committee on Culture and Connections (C<sup>3</sup>) to reflect our mission and purpose more accurately. We are joined by new members from across the Town with fresh perspective. As we move toward the future, our aspiration for the Town of Mooresville is to be a place where both inside and outside Town government, we celebrate all things that make us different, unite across the common threads of our similarities, to propel us into a bright future for people who live, work, and visit the Town of Mooresville.

### What We Do

The overarching purpose of C<sup>3</sup> is to advance a culture of inclusion and belonging across our differences and provide thoughtful and useful insight to Town leadership. We are responsible for generating a robust professional development program on topics and issues related to various forms of inclusion including differences in perspective, lived experience, race, ethnicity, gender, identity, age, ability and many other things that make us similar to - and different from - one another and work to value and respect those differences. Part of our charge is to work with Town leaders to improve our internal policies related to human resources and talent management. Finally, we also serve as trusted advisors who offer insight and understanding to leadership throughout the Town of Mooresville on matters of organizational culture and belonging.

## Guiding Philosophy

Our guiding philosophy is based on instilling a sense of belonging and understanding for people throughout the organization of the Town of Mooresville. We achieve this by practicing respect in our own processes of C<sup>3</sup> and in our many interactions with members of the Town of Mooresville community.

- We will demonstrate the highest professional and ethical standards in making recommendations regarding organizational culture and connections.
- We are always accountable to the people and leaders of the Town of Mooresville. This includes a variety of stakeholders who are employees, department leaders, Town Management, the Town of Mooresville Board of Commissioners, and other commissions that make decisions about culture, belonging, and welcomeness that impacts our staff.
- We believe outcomes need to be measured, improved upon, and decisions are made from a position of evidence and a variety of thought and perspective.

## Mission, Vision, and Values

The mission of C<sup>3</sup> is to inspire a culture of belonging within the Town of Mooresville and be a conduit of knowledge, insight, and support for all employees. We lead by embracing the humanity expressed across multiple points of view and respecting the experiences that make us unique.

Our vision is that the Town of Mooresville is a place where we celebrate all the things that make us different and unique from one another and we unite across the common threads of our similarities to serve the people who live, work, and visit the Town of Mooresville.

The values that drive us are captured through the acronym CARE:

- **Compassion** is expressed through benevolent and kind behaviors toward others, even when we disagree.
- **Authenticity** is the foundation of acceptance. When we are self-aware, we can recognize and appreciate the authenticity of others and form meaningful connections that support the Town.
- **Respect** means treating others with dignity, acknowledging their worth, and recognizing their individuality.
- **Empathy** means we recognize the emotions of others and seeking out true understanding from a perspective that might not be our own.

# Strategic Priorities

We recognize that we have an important role in promoting and maintaining a positive, inclusive, and meaningful workplace that supports the constellation of perspectives and knowledge that makes us a productive organization. C<sup>3</sup> is committed to taking a leadership role in these endeavors that is achieved through:



Strategic Priority 1:  
Focus on Belonging

Strategic Priority 2:  
Create External  
Partnerships



Strategic Priority 3:  
Enhance Internal  
Learning

Strategic Priority 4:  
Improve People  
Policies



## Strategic Priority 1: Focus on Belonging and Structure

Focusing on belonging means being both innovative and consistent in our processes so all employees throughout the Town of Mooresville understand what we do, how we do it, and how those actions are equitable and include the perspectives and experiences of all employees. Our goal is to for every employee throughout the Town to feel that they belong here, their work is valued, and the contributions they make are important to our collective success.

## Strategic Priority 2: Create External Partnerships

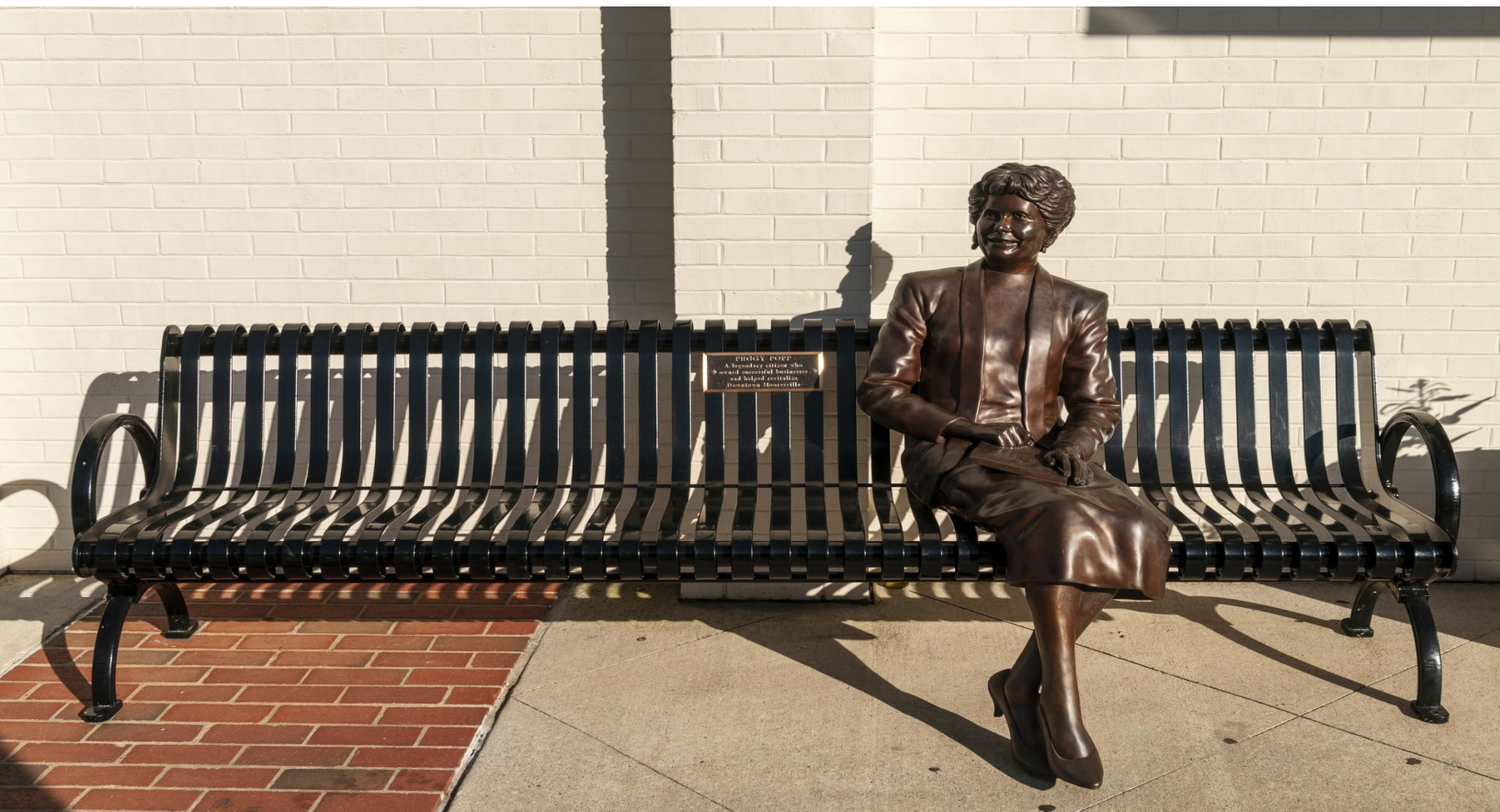
To achieve our vision of celebrating the things that make us unique from one another, external relationships with allies and sources of inspiration and knowledge are important and should be actively pursued.

## Strategic Priority 3: Enhance Internal Learning

Use innovative resources to develop and provide professional development opportunities that bring knowledge about belonging, team building, and collaboration to support high performance and career success.

## Strategic Priority 4: Improve People Policies

We support multifaceted efforts to ensure the people management processes throughout the Town are fair, equitable, and attract, select, and retain staff who share the values of compassion, empathy, and respect.







## STRATEGIC PRIORITY 1: Focus on Belonging and Structure

Focusing on belonging means being both innovative and consistent in our processes so all employees throughout the Town of Mooresville understand what we do, how we do it, and how those actions are equitable and include the perspectives and experiences of all employees. Our goal is to for every employee throughout the Town to feel that they belong here, their work is valued, and the contributions they make are important to our collective success.

**Challenge:** Some employees perceive the former iteration of C<sup>3</sup> (the Diversity Advisory Committee, or DAC) was counterproductive and created more division among staff members than it resolved. Others expressed perceptions that DAC was primarily focused on diversity as defined by race, ethnicity, and gender identity.

| Goal<br>Where We're Headed   | Objectives<br>How We'll Get There  | Timeframes and Strategies<br>How We Know if We're Successful   |
|--|--|--|
| <p>The Committee on Culture and Connections accurately reflects our focus on creating a sense of wellbeing and belonging for all employees throughout the Town of Mooresville.</p> | <p>1.1: Formally rebrand DAC as the Committee on Culture and Connections (C<sup>3</sup>).</p> <p>1.2: Recruit participants from under-represented departments and programs throughout the Town.</p> <p>1.3: Develop a process to recruit external and additional (to the current committee) Town employees as ad hoc/special projects committee members (Tier 2 membership). These members are not committed to full C<sup>3</sup> membership.</p> | <p>1.1.1: By FY 25, seek and track feedback from Town employees to determine whether rebranding better meets their needs and perspectives.</p> <p>1.2.1: By the end of FY 26, engage in annual recruitment for C<sup>3</sup> membership and assess proportional representation; report annually to the Town Manager and Director of Human Resources.</p> |

|  |  |  |
|--|--|--|
|  | <p>1.4: Develop a subcommittee structure across subject matter areas/employee interests to include a Tier 2 participation.</p>                                   | <p>1.3.1: By FY 25, recruit 5 Town employees who serve as Tier 2 members; that is, are not standing members to subcommittee projects.</p>  |
|  | <p>1.3: Produce an annual report that is shared through multiple formats (e.g., website, electronic, paper, executive summary).</p>                              | <p>1.3.1: By FY 25, produce an initial annual report with subsequent reports thereafter.</p>   |
| <p>Formally communicate with leadership and employees about committee activities, achievements.</p>  | <p>1.4: Update the C<sup>3</sup> strategic plan on a biannual basis.</p>   | <p>1.4.1: By FY 26, update the strategic plan, with subsequent updates on a biannual basis thereafter.</p>   |
| <p>We support a work environment and culture that values employees with different perspectives, ideas, and experiences with the understanding that a workplace culture of belonging results in higher performance, innovation, and collective problem solving.</p> | <p>1.5: Develop a communication campaign for employees, to include guidance on designating time and space for respectful and transparent discourse among us.</p> | <p>1.5.1: By FY 25, designate a C<sup>3</sup> sub-committee that is charged with the task of designing preliminary elements of a communication campaign that supports respectful discourse.</p> <p>1.5.2: By FY 26, launch a communication campaign, including guidance for leaders and staff to engage in brave space discourse.</p> <p>1.5.3: In FY 26, design a method to track utilization of brave space discourse that protects the integrity of the initiative and confidentiality of participants.</p> |



## STRATEGIC PRIORITY 2: Create External Partnerships

To achieve our vision of celebrating the things that make us unique from one another, external relationships with allies and sources of inspiration and knowledge are important and should be actively pursued.

**Challenge:** Outreach to external organizations and groups needs to be better managed and nurtured. In some cases, seemingly productive and strong relationships between the Town deteriorated because there hasn't been a Town champion with the responsibility of nurturing and building the relationship. The lack of follow-through has resulted in missed opportunities that otherwise may have benefitted Town staff.

| Goal<br>Where We're Headed  | Objectives<br>How We'll Get There   | Timeframes and Strategies<br>How We Know if We're Successful  |
|---|---|---|
| Alliances with other organizations throughout Iredell County and the greater Charlotte area provide insight on professional development needs and supports a reliable pipeline for potential employees. | <p>2.1: Develop an ad hoc committee consisting of standing and "Tier 2" members to identify a slate of promising candidate partner organizations.</p> <p>2.2: Appoint an ad hoc committee to engage in outreach and build a process solicit partner development and manage outreach efforts. C<sup>3</sup> prefers 1:1 relationship building (that is 1 Mooresville Champion per partner organization).</p> | <p>2.1.1: By FY 2025, develop a directory of external resources and contacts.</p> <p>2.2.1: By the start of FY 25, design an outreach process for external partnership development with one C<sup>3</sup> champion per partner organization).</p> |



2.3: Develop a process to build mutually beneficial relationships with external partner organizations and ensure staffing levels and outreach supports efficiency and equitable distribution of workload among committee members.

2.3.1: By the end of FY 26, establish nurtured relationships with at least 10 percent of organizations identified in the directory constructed in FY 25.

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Our external partnerships and alliances strengthen the TOM workforce.

2.4: Conduct an annual needs analysis to assess areas of partnership opportunity that augments areas of interest and/or addresses gaps in parity between staff composition and the greater Mooresville community.

2.4.1: In FY 24, establish a recruitment pipeline for potential hires that connects with affinity partnerships throughout Mooresville, Iredell County, and the Charlotte Metropolitan area.

2.5: Assess budget and appropriations needs for C<sup>3</sup> to support workforce development.

2.5.1: During FY 25 and annually thereafter, assess the viability of external partnership pipeline in producing qualified and viable candidates with a target of a 10 percent annual improvement in the generation of viable and qualified candidates for Town positions and report to HR Director on findings.

2.5.3: By FY 26 assess whether an appropriations/budget request is needed to support outreach that bridges parity gaps.

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# ONE MOORESVILLE CENTER

750

## STRATEGIC PRIORITY 3: Enhance Internal Learning

Use innovative resources to develop and provide professional development opportunities that bring knowledge about belonging, team building, and collaboration to support high performance and career success.

**Challenge:** Over recent years, the Committee has gradually increased interest among the workforce in continued education about various aspects of inclusion and belonging. Attendance at interactive learning opportunities approaches the capacity level set. To reach more employees throughout Town government who are interested in topics about inclusion and culture and continue to offer insightful and diverse programming, the Committee needs to expand reach and capacity.

| Goal<br>Where We're Headed  | Objectives<br>How We'll Get There  | Timeframes and Strategies<br>How We Know if We're Successful   |
|---|--|--|
| Our processes to synthesize and organize education programming are inclusive of all employees and represent a variety of interests and subject matters. | 3.1: Recognize and align educational programming with the needs, preferences, and interests of Town employees.                             | 3.1.1: Beginning in FY 25, conduct an annual survey of Town staff to gain insight about content for programming, preferred times, and delivery methods.            |
|   | 3.2: Use technology to reach employees, both for purposes of notification and scheduling and to offer interesting content and programming. | 3.1.2: By the end of FY 24, offer programming at different times of the day and locations to accommodate people who work shifts and outside common business hours. |

3.3: Attract new, first-time education programming participants.

3.2.1: By FY 26, form a subcommittee to assess technology options related to program delivery that may include e-learning, webinars, and in-person programming.

3.3.1: In FY 24, determine baseline new program attendees by type of program (e.g., Lunch & Learn, webinar, book club). Then annually assess new program attendees for subsequent years with a target of 10 percent increases annually.

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Educational programming and professional development has a positive impact on organizational culture and a sense of belonging throughout TOM government.

3.4a: There are improvements in morale and job satisfaction that are attributable to enhanced programming on organizational culture and connections.

3.4b: Team leads report increases in group performance that may be attributable to educational programming.

3.4.1: In FY 2025, conduct a short survey designed to assess the relationship between educational programs and job satisfaction and morale. Conduct annual surveys thereafter with a target of 5 percent improvement.



## STRATEGIC PRIORITY 4: Improve People Policies

We support multifaceted efforts to ensure the people management processes throughout the Town are fair, equitable, and attract, select, and retain staff who share the values of compassion, empathy, and respect.

**Challenge:** The Town has not engaged in a comprehensive review and revision of talent management policies to ensure that policies, procedures, and practices are leveraging inclusion and belonging to recruit, select, and retain a qualified workforce that represents different perspectives and experiences throughout the community.

| Goal<br>Where We're Headed  | Objectives<br>How We'll Get There  | Timeframes and Strategies<br>How We Know if We're Successful   |
|---|--|--|
| <p>We offer advice to leaders and support the Town in developing policies, procedures, and processes to recruit an exceptionally qualified applicant pool that compliments and strengthens our workforce.</p> | <p>4.1: Develop strategies and methods to attract college students and recent graduates to public service that confirms TOM's position as a public employer of choice.</p> <p>4.2: Strengthen HS intern program.</p> | <p>4.1.1: By FY 25, develop a recruitment strategy and campaign to attract new employees to public service from area colleges (2 and 4 year).</p> <p>4.1.2: By FY 26, develop a recruitment strategy to attract new employees from underrepresented groups throughout the broader Mooresville community.</p> <p>4.2.1: In FY 25, conduct a baseline measurement of high school intern to employment conversion and assess annually thereafter.</p> |

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|---|---|--|
|   | 4.3: Ensure that information provided to prospective job candidates reflect current federal, state, and Town policies.  | 4.3.1: By the end of FY 24, review the current application form and recommend revisions to the Human Resources Department.   |
| We have an active role in ensuring that people management practices (that is, recruitment, selection, retention, and succession planning) are equitable and fair. | 4.4: Design and facilitate an annual summit on people practices within the Town.  | <p>4.4.1: By the end of FY 24, create a subcommittee on an annual people practices summit.</p> <p>4.4.2: Host initial people practices summit in FY 25 and annually thereafter.</p> <p>4.4.3: By FY 26, develop strategies to measure impact on hiring practices.</p>  |
| Opportunities for mentorship results in greater understanding between colleagues and promotes innovation in problem solving.                                      | 4.5: Design mentorship programs that build opportunities for professional success and create collaborative relationships for employees throughout the Town.             | <p>4.5.1: During FY 24, convene a subcommittee on mentorship and connections to assess areas where mentorships are beneficial to the Town.</p> <p>4.5.2: During FY 25, assess the success of the Emerging Leaders program determine needs and opportunities to enhance mentorship opportunities.</p> <p>4.5.3: By early FY 26, design and implement a dual generation mentorship program to build bridges across different generations of employees.</p> |
| People management policies reflect fairness for all employees and instill a sense of welcomeness and belonging for all.   | 4.6: Ensure all policies related to recruitment, hiring, supervision, and succession reflect the needs and perspectives of a wide variety of employees across the Town. | <p>4.6.1: By the start of FY 25, convene a subcommittee on people policies that consists of Tier 1 and Tier 2 members.</p> <p>4.6.2: During FY 25, assess policies related to people management to ensure policies, procedures, and processes are equitable and fair.</p>  |



4.6.3: By the end of FY 26 submit a report on people management fairness to the Department of Human Resources.

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## IDEA Advisory Committee – Topics of Interest

- How Tualatin supports families: childcare shortage, shutdown of Head Start site (since winter break), affordability of housing – including apartments (not affordable, run-down in quality)
- Access to programs & opportunities through *whole* community, not just concentrated downtown
- Learning more about community needs: utility costs, # of residents who qualify for nutrition program assistance, # in cost-burdened housing; how city helps combat income inequality
- Basalt Creek area in Sherwood school district (impacts of busing, proximity to Tualatin High School)
- Urban renewal & economic development – downtown plans, Haggens
- Public transit / transportation, traffic, tolling
- Mapping out Council priorities / 2030 Vision – where projects impact
- Diversity in hiring for City staff
- Policing – use of force, bias incidents
- City app with project information, maps, community connections
- Community garden space, recreation spaces for different sensory needs