



Survey Results

City of Salem 2026-2031 Strategic Plan

Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US, LLP is a licensed CPA firm that provides assurance services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA firms.



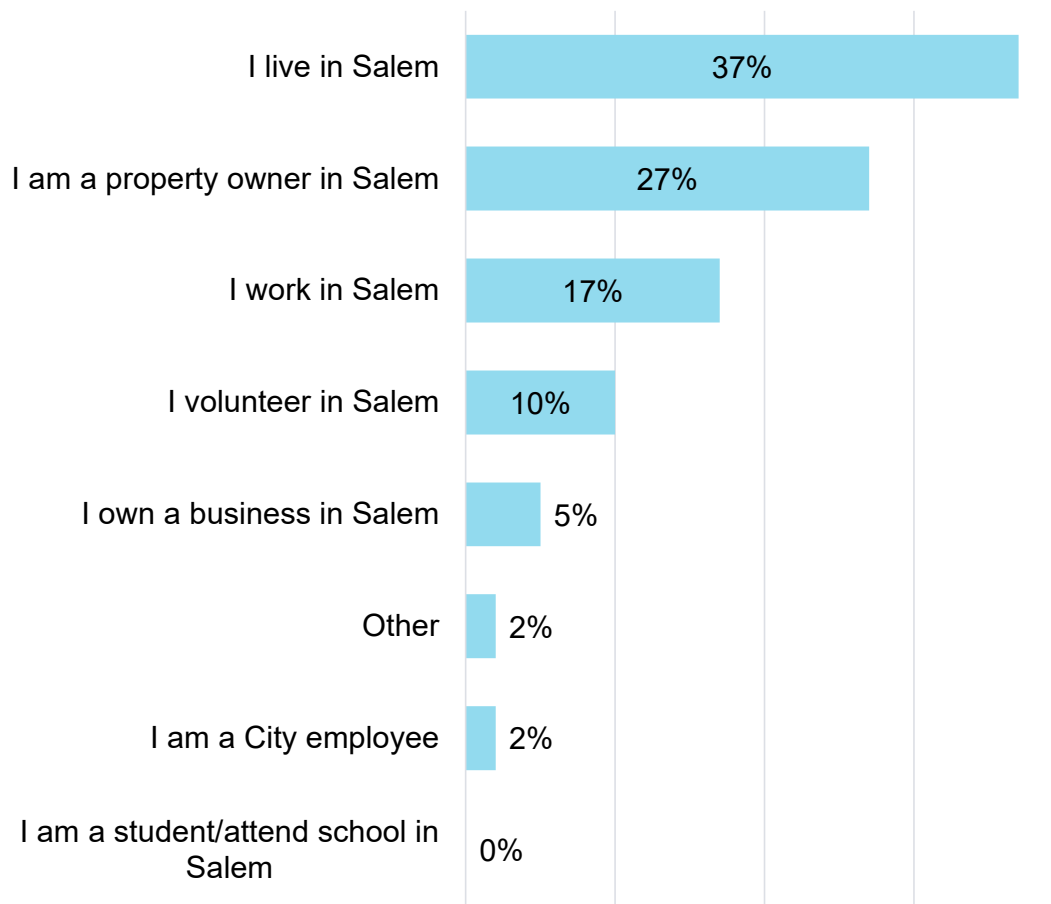
Feedback Survey: Draft Strategic Plan

- Purpose: to gather feedback on the City of Salem's draft Strategic Plan prior to its finalization and presentation to City Council
- From: community, City staff
- Available: Spanish and English
- Open: Friday, 4/3 through Sunday, 4/12
- Total: **623** individuals provided complete or partial results



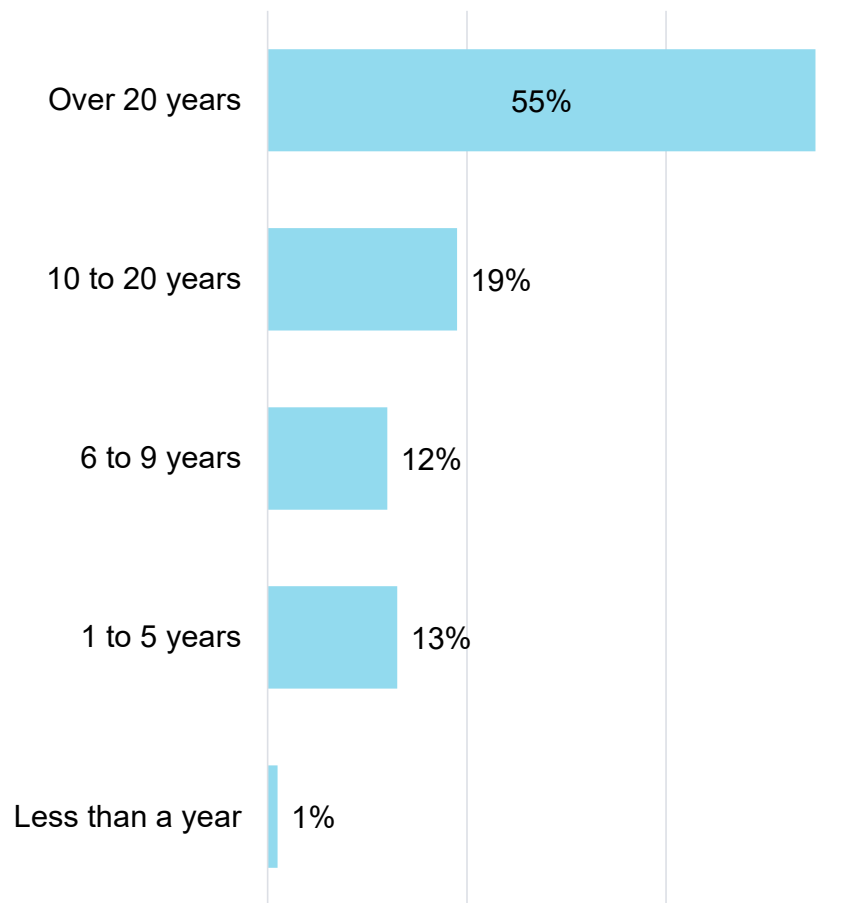
Results





What is your Connection to the City?





How long have you lived and/or worked in Salem?



After reviewing the draft strategic plan, what is your overall outlook on the goals and direction of the City?

■ Extremely Positive ■ Somewhat Positive ■ Neither Positive nor Negative ■ Somewhat Negative ■ Extremely Negative



- Survey results suggest the plan is broadly on track and aligned with community priorities, with 65% of respondents expressing a positive outlook (17% very positive, 48% somewhat positive).
- 43% of respondents provided additional feedback on the plan generally.
- Comments indicated a general concern about affordability. Many highlighted the importance of prioritizing core services and basic City functions.
- Of those who provided additional feedback, there is interest in ensuring these foundational services are well-maintained alongside any new initiatives.
- Comments also reflect a desire for greater transparency around how initiatives are funded, as well as reporting that clarifies how City investments are delivering value and being managed efficiently.



How well do the proposed outcome measures reflect what matters most to you?

■ Well ■ Somewhat Well ■ Not Well



- Ratings indicate the performance measures are generally aligned with community priorities, at least somewhat well (40% well, 50% somewhat well), while still leaving room for refinement.
- 56% of respondents provided additional comments on performance measures.
- Within the additional feedback, respondents expressed a strong interest in making performance measures more specific by defining targets.
- Comments also called for improved accountability through regular public reporting.
- Several comments also called for additional metrics around the City's progress in responding to homelessness.



Additional Feedback

Performance Measures

- 56% of respondents provided additional comments on performance measures.
- Overall, respondents expressed a strong interest in making performance measures more specific by defining targets.
- Many respondents also called for improved accountability through regular public reporting.
- Several comments called for additional metrics around the City's progress in responding to homelessness.

General Plan Feedback

- 43% of respondents provided additional feedback on the plan generally.
- There is a desire for greater transparency around how initiatives are funded, as well as reporting that clarifies how City investments are delivering value and being managed efficiently.
- Respondents indicated a general concern about affordability. Many comments highlighted the importance of prioritizing core services and basic City functions.
- There is interest in ensuring these foundational services are well-maintained alongside any new initiatives.



THANK YOU

Baker Tilly Advisory Group, LP and Baker Tilly US, LLP, trading as Baker Tilly, operate under an alternative practice structure and are members of the global network of Baker Tilly International Ltd., the members of which are separate and independent legal entities. Baker Tilly US, LLP is a licensed CPA firm that provides assurance services to its clients. Baker Tilly Advisory Group, LP and its subsidiary entities provide tax and consulting services to their clients and are not licensed CPA firms. The name Baker Tilly and its associated logo is used under license from Baker Tilly International limited. The information provided here is of a general nature and is not intended to address the specific circumstances of any individual or entity. In specific circumstances, the services of a professional should be sought. © 2025 Baker Tilly Advisory Group, LP