



CITY OF SALEM

585 Liberty St SE
Salem, OR 97301

Staff Report

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TO: Mayor and City Council
FROM: Steve Powers, City Manager

SUBJECT:

Strategic Plan

Ward(s): All Wards

Councilor(s): All Councilors

Neighborhood(s): All Neighborhoods

ISSUE:

Work Session of the City Council to discuss the Strategic Plan.

RECOMMENDATION:

Information Only.

SUMMARY AND BACKGROUND:

During the work on the budget for this year, the Budget Committee and City Council discussed the need for an overarching plan to guide future decision making. In mid-October 2016, this citywide strategic planning effort began. The strategic planning effort will span three phases and be complete this summer (Attachment 1 - Strategic Plan Process).

The strategic planning project includes:

- A **citywide strategic plan** stating the mission, vision, values, and goals for the community, and the actions that the government can take to achieve those goals;
- An **annual work plan** detailing the actions the City will take in the first year of the strategic plan; and

- A set of measures by which the City Council and the community can **gauge progress**.

The first phase of the project is the situation assessment. The assessment will include existing data and performance measures for City services; economic and demographic trends; results of a statistically valid survey to assess resident satisfaction with City services; interviews with community members and civic partners, Mayor and Councilors, and department heads; and input from employees. Initial findings from this work were presented to the Budget Committee at their November 16, 2016 meeting.

FACTS AND FINDINGS:

The Resident Satisfaction Survey, conducted by DHM and attached (Attachment 2), is one of several data sources that will be included in the Situation Assessment. This statistically valid poll was conducted from November 30 through December 4, 2016, administered in both Spanish and English, and captured responses from 450 residents via phone-both cell and land lines. A second survey is planned for March-April 2017 to test some of Council's preliminary ideas from the Strategic Plan effort and to clarify, where possible, some of the data from this first survey.

Beginning with this Work Session, the City Council will set the mission, vision, values, and goals for the City. The desired outcome of the facilitated City Council discussions is clear direction around a set of priority City services. This direction will be articulated in the strategic plan, scheduled for City Council consideration in June 2017. From the priority services list, staff will develop a transition plan, reflecting recommendations to meet City Council's expectations.

Staff will continue to provide updates to Council and the community along the way through:

- Council briefings, as well as website, social media, and print communications
- Additional engagement in the development of the Strategic Plan to include:
 - **Community survey** to vet draft strategies and actions
 - **Work Sessions** to discuss choices, agree on solutions, promote ownership of draft strategies and actions; and a
 - **Community Open House** will follow for input from the community in-person and in real time.

Due to weather in mid-December, the first Community Open House was rescheduled to January 31, 2017 from 5-6:30 p.m. The event will be held at Broadway Commons, Grant/HIGHLAND Rooms, 1300 Broadway Street NE, Salem, Oregon. These two engagements are the last two steps in the development of the Situation Assessment, now expected to be available in mid-February.

Attachments:

1. Strategic Plan Process
2. Community Satisfaction Survey