



# 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:**

Key Questions and Year One Activities for Strategic Plan Update

Ward(s): All Wards

Councilor(s): All Councilors

Neighborhood(s): All Neighborhoods

Result Area(s): Result Areas - Good Governance; Natural Environment Stewardship; Safe Community; Safe, Reliable and Efficient Infrastructure; Strong and Diverse Economy; Welcoming and Livable Community.

**ISSUE:**

Information for City Council discussion in preparation for Strategic Plan Update Work Session.

**RECOMMENDATION:**

Information Only

**SUMMARY:**

At the January 21, 2021 work session, City Council will have the opportunity to consider a draft of the Strategic Plan Update; revisions made to the mission, vision and values based on Council feedback at the November Work Session; and four key questions to help guide final drafting of the Strategic Plan Update. The Strategic Plan update builds on the foundation of the 2017 Strategic Plan.

City Council will also identify priorities for implementation in the first year. The first-year priorities will become the 2021 Policy Agenda. Through the annual City Council Policy Agenda, City Council makes its priorities clear to the City organization and the community. The Policy Agenda is part of an annual cycle of developing the budget, policy and program evaluation, financial forecasting, and reporting on progress.

The work session will be facilitated by the consulting firm Moss Adams. The City Council will

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consider adoption of the Strategic Plan Update and 2021 Policy Agenda at a February City Council meeting.

At their January 11, 2021 meeting, the City Council meeting approved two motions for resolutions on: 1) denouncing white supremacy and acts of racism and 2) declaring racism as a public health crisis. The resulting draft resolutions are attached, with anticipating action to take place at the next regular City Council meeting on January 25, 2021.

## **FACTS AND FINDINGS:**

### **Updated Mission, Vision and Values**

Mission vision, values have been adjusted to reflect the tenor of the conversation.

#### ***Mission***

The City of Salem provides fiscally sustainable and quality services to enrich the lives of present and future residents, the quality of our environment and neighborhoods, and the vitality of our economy.

#### ***Vision***

A safe, livable, and sustainable capital city, with a thriving economy and a vibrant community that is welcoming to all.

#### ***Values***

- *Community-Focused*: We are dedicated to providing high-quality, responsive services that meet the needs of our community.
- *Inclusive*: We are committed to ensuring equity and accessibility within our organization and across city services. Diversity is a core strength of our community and we are dedicated to creating a city where everyone--regardless of culture, race, or ability--can thrive.
- *Proactive*: We are innovative, action-oriented, and focused on deliver measurable results to our community. We actively seek and use data to make well-informed decisions.
- *Accountable*: We act with integrity, transparency, and honesty. When we say we will do something, we do it.
- *Respectful*: We strive to create a healthy work environment based on teamwork and mutual respect.

## **Five Priority Areas for Action**

The Strategic Plan Update feature five priority areas for action, as confirmed by consensus in the November City Council Work Session.

### ***Reducing homelessness***

- Crisis response

- Homeless prevention
- Housing

### ***Community resilience***

- Business Support
- Job creation
- Emergency response

### ***Improving resident access to City services***

- Diversity, equity, and Inclusion
- eGovernment
- Library
- Financial stability

### ***Building great neighborhoods***

- Parks and recreation facilities
- Bicycle and pedestrian safety

### ***Taking action on climate change***

- Greenhouse gas reduction
- Resilience to climate change

### ***Key Questions and Year One Activities, City Council's 2021 Policy Agenda***

The purpose of the Work Session is to consider four key questions and possible actions for year one implementation, also referred to as the 2021 Policy Agenda. The City Council will consider adoption of the Strategic Plan Update and 2021 Policy Agenda at a February City Council meeting.

### ***Key Questions to Consider***

1. Do the values best represent City's commitment to diversity, equity and inclusion or are further updates needed?

*Inclusive:* We are committed to ensuring equity and accessibility within our organization and across city services. Diversity is a core strength of our community and we are dedicated to creating a city where everyone--regardless of culture, race, or ability--can thrive.

2. The Strategic Plan Update assumes ongoing engagement processes should continue and will produce outcomes that we'll consider at future City Council meetings.

We've addressed Our Salem, Climate Action Plan, Community Policing Performance Audit, and Library Strategic Plan processes by assuming, once approved, the culmination of these outreach and engagement efforts will be year one recommended activities in the respective planning efforts. Each of these efforts is led by a task force or steering committee guiding the work and significant community engagement.

3. The Strategic Plan Update identifies a role for regional collaboration for homelessness.

This draft of the Strategic Plan Update clarifies City's role in working collaboratively with partners on the sheltering crisis in our community - and identifies the regional continuum of care organization as a key partner in alleviating the conditions leading to homelessness in our region.

4. **In Year Two**, should we continue to emphasize public safety focus for any new revenue source, based on City Council direction in 2019 following work of the Revenue Task Force.

In March 2020, as the economic impacts of the COVID-19 Pandemic were just starting to become clear, the City Council removed the proposed employee-paid payroll tax from the May 2020 election. The intent had been to dedicate anticipated revenues from employee-paid payroll tax will be dedicated to keeping pace with our community's growing public safety needs.

***Potential First Year Actions (2021 Policy Agenda)***

**Reducing Homelessness** to include responding to the sheltering crisis, homelessness prevention, and additional housing. Actions proposed for the first year include:

- a) Coordinate collaboration between City, non-profits, and other entities that provide crises response, immediate support, and impact mitigation across the region.
- b) Continue to pursue a housing-first support model
- c) Explore options to implement a CAHOOTS-style first-responder model.
- d) Play a lead role in developing an action plan for the regional Mid-Willamette Valley Homeless Alliance strategic plan.
- e) Participate in regional efforts to address gaps in shelter beds
- f) Guided by the Our Salem plan, update the housing needs analysis to identify local needs and gaps.
- g) Explore opportunities to create additional permanent supportive housing

**Creating Community Resilience** to include business support, job creation, and emergency response. Actions proposed for the first year include:

- h) Finalize the Economic Development Strategy for equitable, post-COVID relief and begin implementing year-one activities to support local businesses and job creation.
- i) Continue to support local businesses with COVID-19 funds
- j) Identify regulations that may prohibit small businesses expansion
- k) Finalize the Economic Development Strategy for equitable, post-COVID relief and begin implementing year-one activities that focus on job creation and/or preservation.
- l) Increase access to support services to assist residents with finding and securing jobs.
- m) Partner with the school district, area colleges, and our workforce partners to continue to strengthen and expand workforce training.
- n) Begin to prepare for 2022 bond to replace aging fire apparatus and equipment.
- o) Plan to pursue a dedicated funding source for public safety and emergency preparedness services in Year 2.

**Improving Resident Access to City Services** to include diversity, equity and Inclusion; eGovernment; the Salem Public Library; financial stability; and community-engaged policing. Actions proposed for the first year include:

- p) Develop and begin implementing a plan to achieve a representative workforce within the City that better reflects the diversity of the community we serve.
- q) Take steps to ensure service-related information is accessible and available to all.
- r) Develop a plan based on DEI-related recommendations from the Human Rights Commission.
- s) Develop a framework and evaluate which city services could be accessed virtually.
- t) Update the City website to improve the user experience.
- u) Identify opportunities to improve resident access to the internet through City action or partnerships.
- v) Finalize the Library Strategic Plan and begin implementing year-one activities.
- w) Continue to improve efficiency, effectiveness, and customer service.
- x) Pursue opportunities to decrease expenses by identifying non-core services that could be provided by non-profits or otherwise outsourced.
- y) Complete the Police Performance Audit and develop an implementation plan.

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- z) Create a strategic plan for the Police Department to more effectively meet resident expectations and actively address issues related to community trust and engagement

**Building Great Neighborhoods** to include neighborhood development, parks and recreation facilities, bicycle and pedestrian safety. Actions proposed for the first year include:

- aa) Finalize the Our Salem plan and begin implementing year-one activities related to Neighborhood Development
- bb) Finalize the Our Salem plan and begin implementing year-one activities related to Parks and Recreation facilities.
- cc) Finalize the Our Salem plan and begin implementing year-one activities related to Bike/Pedestrian Safety

**Taking Action on Climate Change** to include reducing the City's greenhouse gas emissions and increasing the City's resilience to climate change. Actions proposed for the first year include:

- dd) Finalize the Climate Action Plan and begin implementing year-one activities.

## **BACKGROUND:**

The [Salem Strategic Plan](https://www.cityofsalem.net/strategic-plan) <<https://www.cityofsalem.net/strategic-plan>>, adopted by City Council in October 2017, articulates the mission, vision, values, and goals of the City. The plan charts a course for the City moving forward based on findings from an assessment of current conditions in our community, impacts of anticipated change in the region, and perspectives of residents, community leaders, and Council.

On September 14, 2020, outreach and engagement in the Strategic Plan Update began with a [brief presentation](#)

to the City Council. Interviews with City Council and surveys of community members and staff have led to potential goal areas for the Strategic Plan update.

On October 12, 2020, the City Council received findings from the [2020 Community Satisfaction Survey](#). Consistent with responses since 2016, the results showed homelessness and affordable housing remain the top concern for half of the residents surveyed (49%). At least 8 of 10 residents were generally satisfied with the services the City provides like police and fire protection, parks and recreation, library, and water and sewer services.

At their November 16, 2020 work session, Council considered revisions to the mission, vision and values guiding the work of the organization and the Strategic Plan Update. City Council received a [progress report on its priorities for 2020](#), organized around six result areas from the Strategic Plan: Safe Community, Welcoming and Livable Neighborhoods, Strong and Diverse Economy, Safe, Reliable and Efficient Infrastructure, Natural Environment Stewardship, and Good Governance.

Courtney Knox Busch  
Strategic Initiatives Manager

Attachments: