

SITUATION ASSESSMENT

HOW IS THE CITY GOVERNMENT DOING? | JANUARY, 2017



SALEM'S STRATEGIC PLAN

- A citywide strategic plan describes the vision, mission and values that guide the City. It also identifies goals that will drive strategic Initiatives to address weaknesses, opportunities, and/or threats. Under each goal, the plan identifies actions (planning, funding, incentives, and regulation) it will take to get there, as well as performance measures to track progress.
- The Strategic Plan articulates Council priorities for change for the coming five years. It is less specific about facilities and services.
- It is a living document, and the Council should use it to track progress, revisit, and update on an annual basis.

Learn more! <http://www.cityofsalem.net/Pages/salem-strategic-plan.aspx>

WE LOOKED AT

- What the City does and the services it provides our community
- How well the City does those things based on findings from:
 - Resident satisfaction survey (December 2016)
 - Performance measures and reports
 - Perspectives shared through community engagement at Council Work Sessions, Open Houses; interviews with community members, civic partners, Mayor and Councilors, and department directors; and input from employees.
- What things affect the City's ability to perform today or in the future including what we know about trends in social or demographic data, technology, the economy, the environment, and political forces.

WE LEARNED

Overall

- Salem residents are positive about the direction of the City and the services it provides
 - Residents say (66%) the City is headed in the right direction
 - Residents are very or somewhat satisfied (92%) with City services overall
- A majority of residents are willing to pay more in taxes and fees to improve services

Development: Land Use, Planning, Housing and Economic Activity

- The City's Comprehensive Plan does not provide an overarching vision and plan for how the City will grow
 - Residents are divided on how to approach growth: 56% prefer emphasis on multi-family in developed areas; 33% prefer emphasis on single-family housing in undeveloped areas
 - Residents are dissatisfied (25%) with city planning and development review
- The City has made progress on the development of a vibrant downtown, but has opportunities for improvement to storefronts, parking and housing

- Residents want the City to direct more effort toward helping local businesses grow
 - Residents are dissatisfied (28%) with City efforts to grow job opportunities
 - Local businesses want more support
- Residents want the City to be more proactive in its protection of the natural environment

Infrastructure and Transportation

- The City has deferred maintenance on critical infrastructure
 - Residents are dissatisfied (29%) with maintenance of streets, sidewalks and bridges
 - Infrastructure system has little capacity for expected growth
- Big capital projects will continue to be a challenge
- Public transportation does not adequately serve residents

Public Safety

- Most residents feel safe and are satisfied (88%) with emergency services
- Mental health, addiction and homelessness complicate service delivery
- Vulnerable populations, especially the homeless, lack affordable housing and social services
 - Affordable housing, homelessness and poverty are inter-related and the single most important issue to residents
 - Residents are dissatisfied (40%) with access to housing

Cultural Services and Recreation Facilities

- Residents are satisfied with library (85%), and parks and recreation
- Residents are satisfied (73%) with City support of arts and culture
- Residents would like more neighborhood parks and community gardens

City Governance

- Elected officials and staff do not have coordinated systems to make, implement and evaluate policy decisions
 - The organization needs a vision or long-term strategic priorities, more staff capacity to implement a coordinated package of forecasting, planning and evaluation systems
 - City has robust financial forecast which drives Citywide planning
 - Departments do their own prioritization; performance evaluation is ad hoc, measures are not tied to strategic priorities
- The City is overly dependent on the General Fund to pay for services
- To improve governance, the City must improve communication with residents; residents want more effective community engagement

STRATEGIC PLAN NEXT STEPS

Fall 2017

Council considers adoption of the Strategic Plan, staff begin work on Strategic Plan priorities

Winter 2017 - 2018

Community satisfaction survey
Council considers updates to Annual Work Plan and Strategic Plan, as needed

Spring 2018

Budget Committee considers FY 2018-19 Budget, reflecting community and Council priorities in Annual Work Plan and Strategic Plan

