



Department Source: City Manager

To: City Council

From: City Manager & Staff

Council Meeting Date: June 21, 2021

Executive Summary

Staff has prepared a policy resolution adopting the 2021 Strategic Plan for Council consideration. This policy resolution includes the outcome objectives, performance measures and action steps for each of the five strategic priority areas.

Discussion

The Strategic Plan Planning Process was divided into three phases - Phase I Begin to Plan; Phase II Gather and Analyze Data; and Phase III Design Planning Sessions, Set Strategic Direction/Resource the Plan, Finalize the Plan and Budget/Roll Out to Staff.

During Phase II, public outreach and engagement for the Strategic Plan occurred. Staff hosted five (5) focus groups including low income, businesses, disabilities, seniors and youth which consisted of input from 138 residents. Focus groups were used to gather the thoughts, opinions, and perceptions of Columbia from its two customer groups: residents and businesses.

A unique approach in the planning process was the input from our community stakeholders, and input from approximately 65 front line staff members. The valuable feedback from these stakeholders served as the foundation of the development of the Strategic Plan. The intention of this process was for residents and employees of the City to see themselves in the Plan.

Unlike the 2016-2019 Strategic Plan which focused on three neighborhoods (north, east and central), this plan focuses on the entire community. Since there will be no set end date, this Plan is intended to be a living breathing document.

Earlier this year, the Council approved PR17-21 adopting a vision statement, mission statement, core values and strategic priorities for the 2021 Strategic Plan. Tonight's presentation will focus on phase III of the planning process - development of the outcome objectives and performance measures. The Plan is currently organized by five strategic priority areas – Organizational Excellence, Safe Neighborhoods, Resilient Economy, Reliable Infrastructure and Inclusive Communities.

Next steps include the execution of a strategic communications plan that clearly articulates the Plan's message to both our internal and external stakeholders, along with monitoring and reporting out the performance metrics and implementing the action steps.



City of Columbia

701 East Broadway, Columbia, Missouri 65201

This Plan will guide future policy development, and help prioritize demands and opportunities that will position us to make Columbia the best place for everyone to live, work, learn and play.

Fiscal Impact

Short-Term Impact: n/a

Long-Term Impact: Implementation of the action items may have future budget implications.

Strategic & Comprehensive Plan Impact

Strategic Plan Impacts:

Primary Impact: Economy, Secondary Impact: Public Safety, Tertiary Impact: Tertiary

Comprehensive Plan Impacts:

Primary Impact: Economic Development, Secondary Impact: Secondary, Tertiary Impact: Tertiary

Legislative History

Date	Action
2/21	PR17-21 approved by Council

Suggested Council Action

Council motion to approve the policy resolution.