



City of Columbia

701 East Broadway, Columbia, Missouri 65201

Department Source: City Manager

To: City Council

From: City Manager & Staff

Council Meeting Date: August 21, 2023

Re: Adopting Amendments to Policy Resolution 116-21 Adopting the Strategic Plan

Executive Summary

At the June 20, 2023 pre-Council meeting, staff presented to Council an update to the FY23 Strategic Plan. The presentation included proposed revisions to the plan as discussed by staff and Council at the June Council retreat.

Discussion

Development of the 2021 strategic plan began in late 2018/2019 with significant staff and Council input, including 65 front line employees. The goal of this approach was to develop the plan from the ground up and promote an environment of shared decision-making and increase employee engagement. In addition, eight focus groups (totaling 138 participants) were also held to encourage public engagement with our stakeholder groups – youth, businesses, low income, seniors, persons with disabilities, and three groups for the public at large.

Council adopted the Strategic Plan in June 2021. Five strategic priorities were identified: Organizational Excellence, Safe Neighborhoods, Inclusive Community, Resilient Economy, and Reliable Infrastructure.

At the June Council retreat, staff and Council conducted a review of the strategic plan priorities and goal statements. As a result of these discussions, proposed revisions were suggested and reviewed at the June 20, 2023 pre-Council meeting along with a staff update to the FY23 Strategic plan, including highlights and progress.

At the June 20, 2023 pre-Council meeting, Council requested that the team leads share the proposed changes with their teams and provide feedback. Team leads have met and are supportive of the changes being proposed except for Organizational Excellence. The Organizational Excellence team is concerned that removing the term “workforce” from the goal statement will dilute the goal to improve government specifically by focusing on employees. Organizational Excellence has suggested that the goal statement be changed to the following: Create and support an engaged workforce and organization that delivers an efficient, innovative, transparent and collaborative City government. There are no further changes being recommended at this time.

The amendments to the policy resolution before Council tonight are representative of the changes discussed at the Council retreat and subsequent pre-Council meeting.



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Fiscal Impact

Short-Term Impact: Fiscal impact will vary based on the number of new decision items requested.

Long-Term Impact: Unknown.

Strategic & Comprehensive Plan Impact

[Strategic Plan Impacts:](#)

Primary Impact: Primary, Secondary Impact: Secondary, Tertiary Impact: Tertiary

[Comprehensive Plan Impacts:](#)

Primary Impact: Primary, Secondary Impact: Secondary, Tertiary Impact: Tertiary

Legislative History

Date	Action
February 1, 2021	PR17-21 Adopting a vision statement, mission statement, core values and strategic priorities for the 2021 Strategic Plan
June 21, 2021	PR116-21 Adopting the City of Columbia, Missouri 2021 Strategic Plan Report – Performance Measures, Objectives and Action Items

Suggested Council Action

Council motion to approve the legislation.