

Strategic Plan

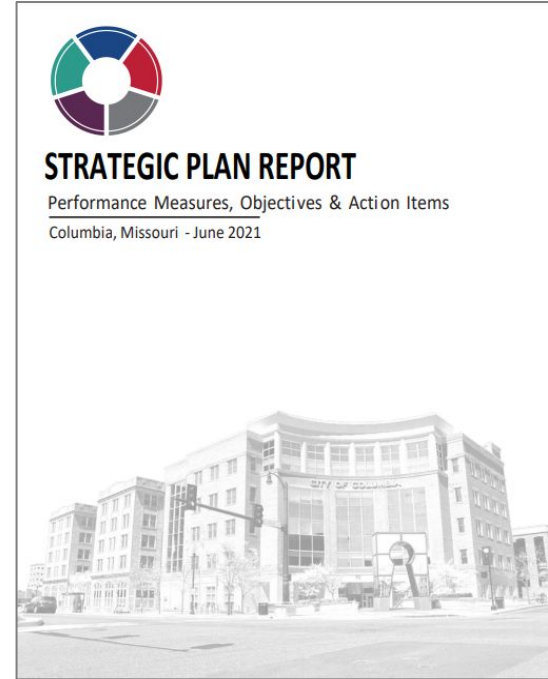
October 6, 2025

Overview

- Current Plan & Process
- Proposed Scope of Work Items for RFP
- Feedback Requested from Council

Current Strategic Plan

- Development for the current plan began in late 2018
- Input came from Council, focus groups, and front line employees
- The goal of this approach was to develop the plan from the ground up and increase staff buy-in



Strategic Plan 2021 - Focus Groups

The City hosted a series of **8 focus groups** from December 2018 - January 2019. There were five targeted focus groups and three focus groups for the public at large. A total of **138 residents** participated in those discussions.

Strategic Plan 2021 - Focus Groups

- Low-Income Households
- Seniors
- Youth
- Business Owners
- Individuals with Disabilities
- Public at large (x3)

Strategic Plan 2021 - Community Engagement

1. If you were trying to get a friend to move to Columbia, **how would you describe our community?**
2. What are the **most critical issues facing our community** in the next five years?
3. What is the most **important thing the City can do** for its citizens?

Strategic Plan 2021 - Staff Engagement

The planning process included staff engagement, including **65 front line staff**.

The goal of this approach was to develop the plan from the ground up and promote an environment for shared decision-making and increased employee engagement

Proposed Scope of Work Components

Five Broad Categories

- Data Gathering
- Vision, Mission, & Values Statement
- Strategic Goals & Objectives
- Action Plans
- Implementation & Monitoring

Data Gathering

Includes both compiling existing data and collecting data from the community and staff.

- SWOT (Strengths, Weaknesses, Opportunities, Threats) Analysis
- Analysis of existing data (e.g. Community Survey, Community Summit, etc.)
- Presentation to City Council, as needed

Vision, Mission, & Values Statement

Assistance in identifying the City's Vision, Mission, & Values

- Proposed Vision, Mission, & Values statement
- Community Engagement
- Staff Engagement
- Presentation to City Council, as needed

Decision Point

Staff seek Council feedback on:

- Focus groups
 - Targeted groups and min. number
- Workshops
 - Min. number
- Town halls
 - Min. number

Strategic Goals & Objectives

Assistance in developing these goals and objectives.

- Strategic goals that are broad, long-term aspirations that guide the City
- Objectives that are SMART (Specific, Measurable, Achievable, Relevant, Time-Bound), and both short- and long-term
- Presentation to City Council, as needed

Action Plans

Assistance in developing a detailed road map with attention paid to resource allocation:

- Action plan outlining specific steps, timelines, and resources needed to achieve goals
- Assistance in developing KPIs (Key Performance Indicators)

Implementation & Monitoring

Preparing the final report and recommendations on communication and monitoring:

- Finalized Strategic Plan
- Communication Plan for Council, Community, and Staff
- Recommendations for routine reporting
- Presentation to City Council

Proposed Timeline

- Finalize Scope/Issue RFP - October 2025
- Award Contract - December 2025
- Start Process - January 2026

Decision Points

Staff seek Council feedback on:

- Focus groups
 - Targeted groups and min. number
- Workshops
 - Min. number
- Town halls
 - Min. number

Discussion & Next Steps

Thank you!