

January 11, 2024

TO: Mayor Julie Moore Wolfe & City Council Members

FROM: Scot Wrighton, City Manager

RE: 2023-2025 Strategic Plan

It has taken longer than usual to get a final version of the 2023-2025 Strategic Plan back to the City Council for final approval. The facilitator's minutes, while thorough and accurate, were not in the format of the council's plan document. Additionally, the August 2023 retreat did not include (in the interests of time) a detailed discussion about which items from the 2021-2023 Strategic Plan should be retained, which should be amended, and which should be deleted. So, I sought to update the 2021-2023 document based on what I knew, the current status of active projects, and the direction provided by council members and the facilitator from last August's meeting. A first version of this document was distributed to council members in late 2023. A majority of council members provided detailed feedback on the draft. I have done my best to incorporate this feedback in the attached documents. Attachments include both an updated version, and a mark-up version showing additions in *italics* and ~~strike-outs~~ to show deletions since the last version distributed to the council in late 2023.

The City Council wanted the 2023-2025 document to be shorter, if possible; they also wanted to add a vision statement, and they wanted a companion document that could be used to track performance outcomes and measure success toward achieving the council's goals. What is presented to the City Council now incorporates these requests. There was division at the August retreat as to whether Goal #5 should be deleted or re-written (this is reflected in the facilitator's minutes), and this was not resolved. So, I took the path of trying to re-write this goal. Some of the projects discussed and prioritized by council members in August did not fit neatly into one of the existing 6 goal categories; so, they were inserted where it made sense to do so, and in one case the goal category was expanded to include more topics.

Creating a biennial strategic planning document for local government is a group process, and I suspect that every member of the City Council could find something in the wording and language of the proposed 2023-2025 Strategic Plan to take issue with. But since August, I have sought to clarify the work of the facilitator, discuss topics with council members, and distribute a draft of the document to council so that the version you now have could be as close as possible to including what the majority of council wants.

Unlike the 2023-2025 Strategic Plan, the separate template included in the packet concerning tracking and measuring of outcomes is an organic document that will continue to change month-over-month. I know that the City Council wants to use this document to report to

citizens about their progress; and as the template is populated with data in the future, I believe it can be used in this way.

I believe that updating the city's strategic plan every other year is an important and useful exercise; it gives focus to the work of the council and the staff, and communicates to citizens what topics have the highest priority. But it is doubly important now, because there will be a change in administrative leadership later this year, and an updated and affirmed strategic plan will be a useful document to whomever takes over as the next city manager.

It is recommended that the strategic plan document be approved.