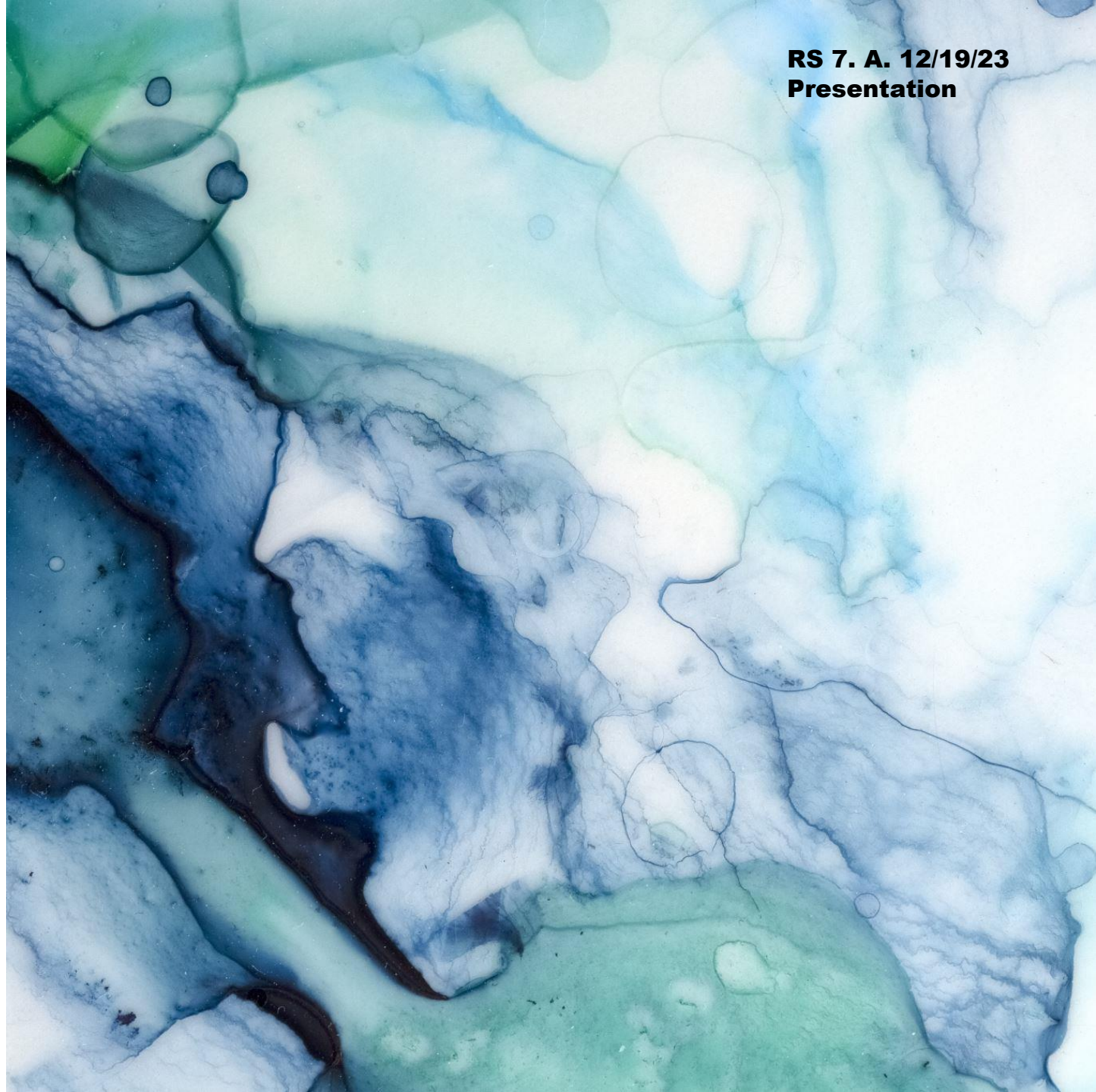


MILWAUKIE ***MOMENTUM***

2024-2027 Organizational
Strategic Plan

Council update – December 19, 2023



Why are we developing a strategic plan?



**Community Vision adopted in
2017...**



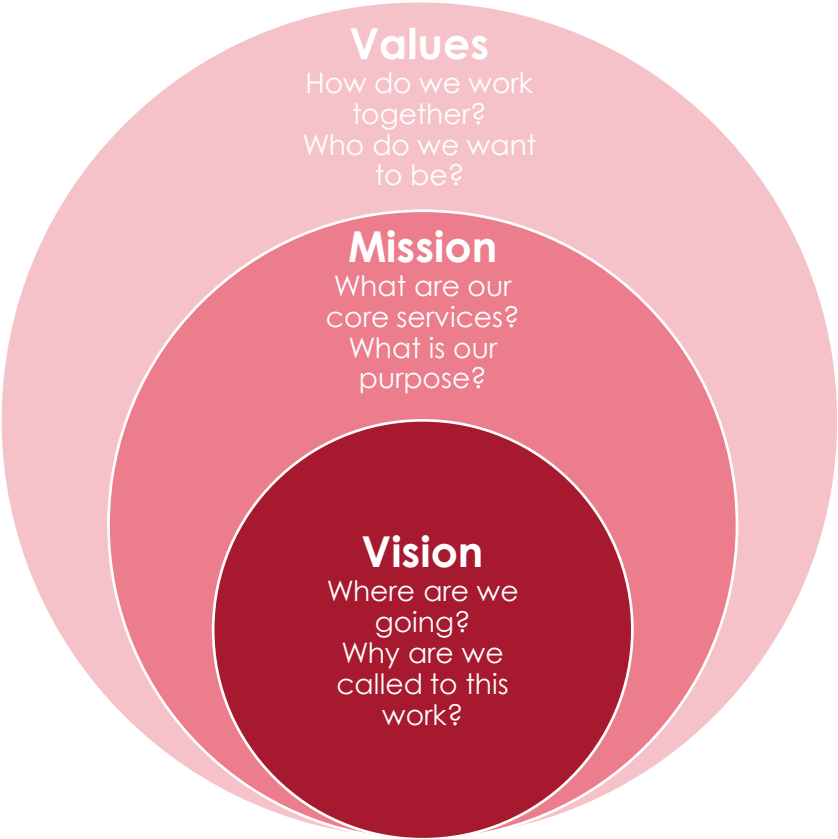
**...but we haven't defined what it
means for Team Milwaukie**

Why are we developing a strategic plan?

- + Clarify and align priorities
- + Help focus resources
- + Measure success
- + Move us toward our north stars
- + *Important notes:*
 - No staff reductions or positions at risk
 - No significant new resources/funds available

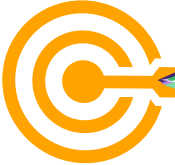


What will be in the strategic plan?



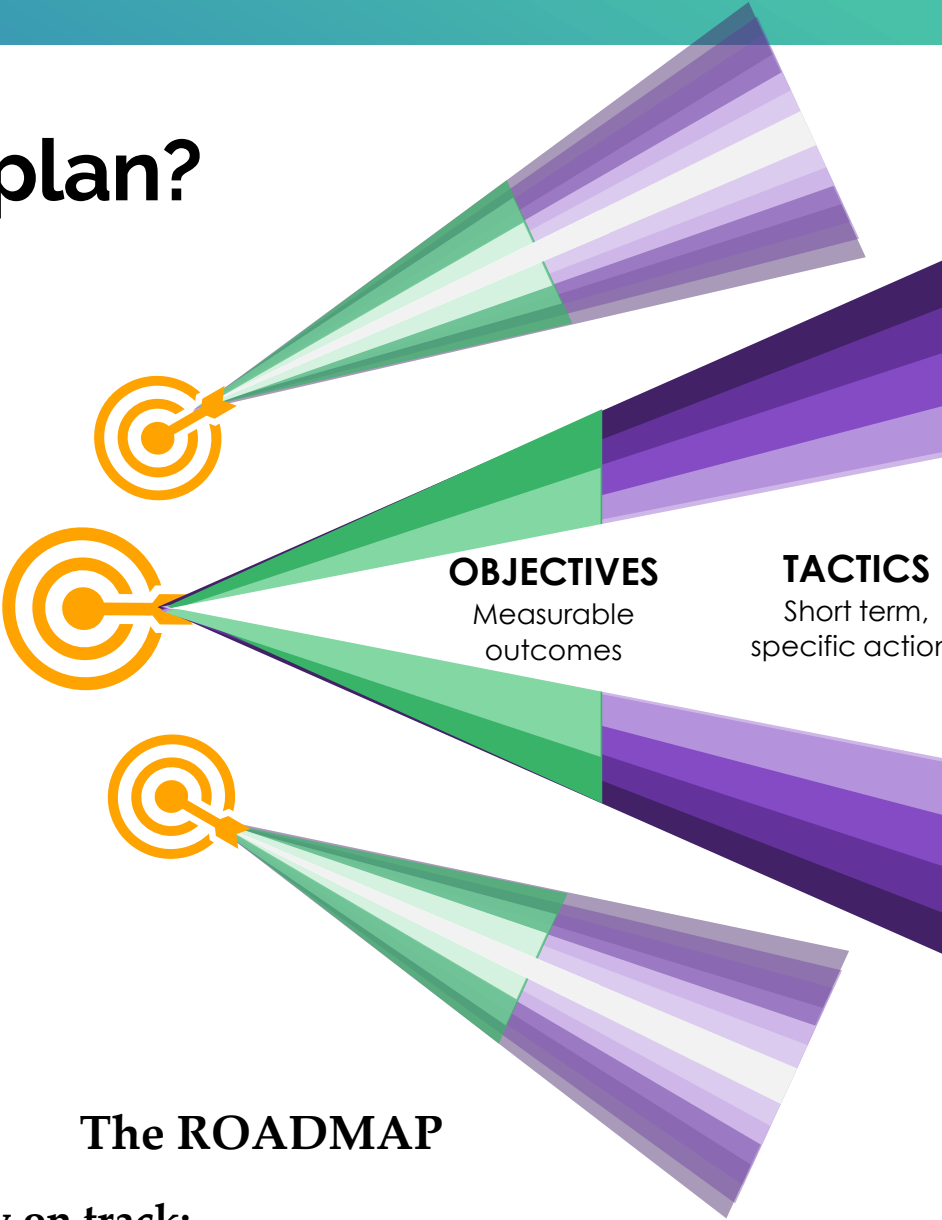
The NORTH STARS

PRIORITIES
Desired results



OBJECTIVES
Measurable outcomes

TACTICS
Short term, specific actions

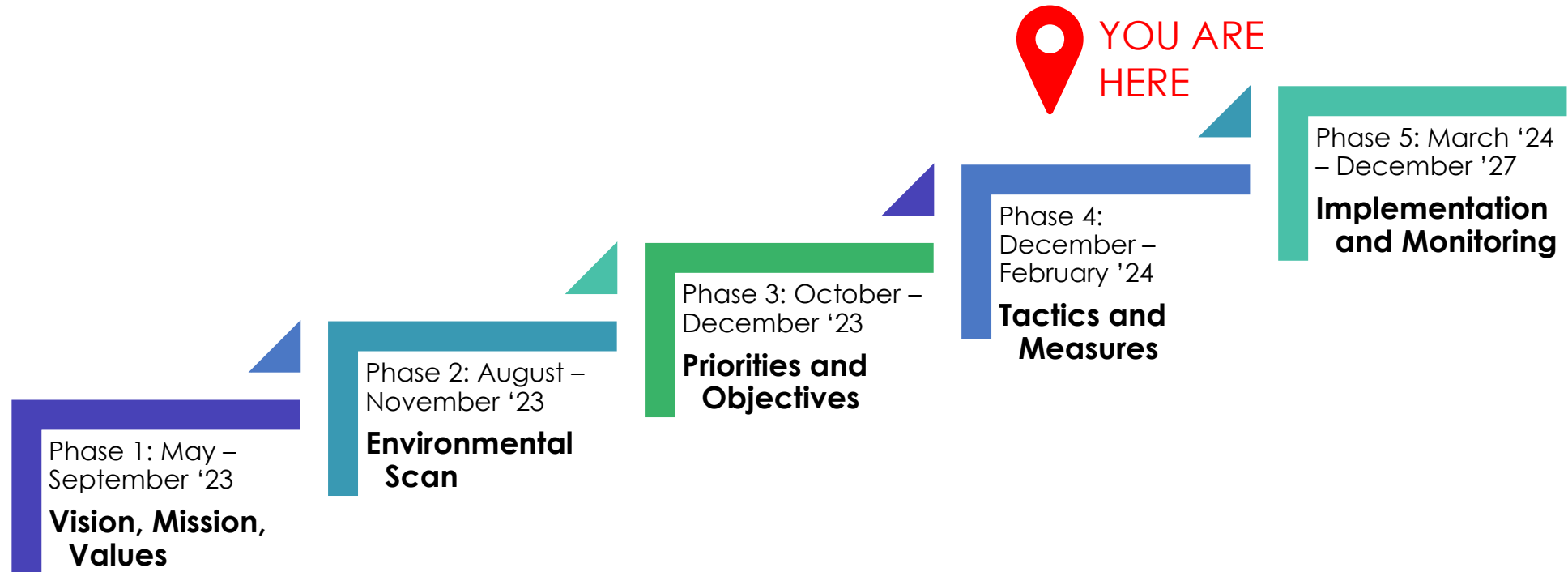


The ROADMAP



How we'll stay on track:
Key Performance Measures

We've been on a journey!



Complete!

Complete!

- Employee survey
- Keen equity study
- Community survey

Complete!

- 4 departmental workshops done
- 2 PD shift briefings
- Director's retreat
- Employee survey

In progress:

- Held city-wide workshop on 12/11
- Develop performance measures for each objective
- Identify highest priority tactics
- Incorporate into budget proposals

Outcomes to date: Team Milwaukie's North Stars

VISION

Team Milwaukie is a **diverse and resilient** city government, **delivering effective public services** that make our community **a great place to be**.

MISSION

We **serve as stewards of our living and built environment** to help create a **safe and welcoming community for all**

VALUES

At the City of Milwaukie, we strive to be:

- **Accountable**
- **Accessible**
- **Efficient**
- **Collaborative**
- **Equitable**

Outcomes to date: Priorities and Objectives

Support our employees

- Retain staff and promote career development
- Prioritize employee wellbeing
- Train staff to meet growing and changing demands

Work smarter together

- Review and improve technology and processes to better deliver city services
- Improve collaboration and communication across departments and levels of the organization
- Coordinate public engagement to leverage resources and reach underrepresented voices

Revitalize Milwaukee

- Invest in our downtown and waterfront as part of the Urban Renewal Area
- Support economic development by fostering partnerships and neighborhood hubs
- Celebrate our unique community identity through city communications and events

Help Milwaukians most in need

- Expand services for those experiencing crisis
- Use data to prioritize investments where needs are the greatest
- Build relationships with organizations serving vulnerable communities

Next steps:

Early January:
Full draft
Strategic Plan
shared with staff

January 2024 :
Employee
feedback survey
+ departmental
conversations
about integration
w/budget

Feb. 14, 2024:
Strategic Plan
COMPLETE!
Tracking and
accountability
system launched

Strategic Plan



Budget Process

- ❑ **Departmental priorities:** Directors will hold team-wide conversations in January to discuss prioritized tactics and budget trade-offs
- ❑ **Narrative:** Departmental budget narrative templates will be updated to reflect our newly adopted Vision/Mission/Values and Priorities/Objectives/Tactics
- ❑ **Performance measures:** Performance measures in the budget book will be updated to incorporate feedback received through this process

Questions for Council

- + What information would be most helpful to include in the budget development process so Council can understand how these goals, objectives and tactics helped inform budget requests?
- + What other clarifications can staff provide?