



Savage

2022 – 2025

**STRATEGIC
PLAN**

APRIL 2022





RAPP CONSULTING GROUP

April 29, 2022

RE: 2022-2025 Strategic Plan – City of Savage

Dear Mayor Williams,

I am pleased to present the 2022-2025 Strategic Plan and Summary Report to the City of Savage. The plan reflects the organization's priorities, commitment to measurable results and the delivery of quality services.

It has been a pleasure assisting the City of Savage with this important project. The City Council displayed clear thinking, dedication, and focused effort.

I particularly wish to thank City Administrator Brad Larson and Management Analyst Casey Casella for their help and support during the process.

Yours truly,

Craig R. Rapp
President

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EXECUTIVE SUMMARY

From December 2021 through April 2022, the City of Savage engaged in a strategic planning process. The process yielded a strategic plan covering 2022-2025.

The plan consists of four **strategic priorities** — the issues of greatest importance to the City of Savage over the next three years. Associated with each priority is a set of **desired outcomes, key outcome indicators, and performance targets**, describing expected results and how the results will be measured. The plan also includes **strategic initiatives** that will be undertaken to achieve the targeted outcomes.

The planning effort began with an examination of the operating environment, consisting of an environmental scan, an internal stakeholder survey, two focus groups, City Council interviews, and a SWOT analysis. On April 2, 2022, the City’s leadership team held a full day strategic planning session. They developed a set of priorities, key outcomes, performance targets, and identified concepts for draft vision, mission, and values statements.

Based upon those priorities, the City’s management team met on April 20, 2022, to identify a set of strategic initiatives and develop detailed action plans. The strategic priorities, key outcome indicators, performance targets and strategic initiatives are summarized here and on the following page.



The Plan

Four Strategic Priorities

- 1 COMMUNITY IDENTITY
- 2 PLANNED REDEVELOPMENT & DOWNTOWN RENEWAL
- 3 MAINTAIN & ENHANCE PARKS, RECREATION, TRAILS, AND NATURAL RESOURCES
- 4 WORKFORCE CAPACITY

STRATEGIC PLAN SUMMARY 2022–2025

City of Savage

Strategic Priority	Desired Outcome	Key Outcome Indicator	Target	Strategic Initiatives
Community Identity <i>“A sense of place and a clear vision”</i>	The City of Savage has a recognizable identity.	- Positive change in community feedback re: community identity	- Between 2022-25, improve the % of residents that can describe Savage's community identity	<ol style="list-style-type: none"> 1. Create and implement a community identity strategy 2. Create a Communication Plan to promote the identity. 3. Prioritize the Placemaking Plan 4. Create Community Engagement plan
	Spaces in our community that people feel connected	- # of completed placemaking projects	- Complete 5 new placemaking projects by 2027	
	All segments of the community are effectively engaged	- Community feedback results indicate engagement	- >33% of residents feel that they are effectively engaged on the 2024 Community survey	
Planned Redevelopment & Downtown Renewal <i>“Thoughtfully planned growth and renewal”</i>	Land use policies that support the City's vision	- # of land use chapters updated	- C4 Zoning District Implemented by 7/2022 - Zoning code updated by 10/2023 -Subdivision code updated by 12/2023 -Signage policies updated by 2/2024	<ol style="list-style-type: none"> 1. Update City Code Chapter 15 (land use) 2. Create a Downtown Plan 3. Update economic development policies 4. Create housing improvement loan program 5. Complete streets policies
	Economic development policies that support the City's vision	- # of new policies recommended by EDC - # of economic development progress milestones achieved	- Update of economic development policies completed by 10/2023	
	High quality & diverse housing stock	- # of loan programs approved by 12/2022	- <i>_TBD_</i> of housing units improved/rehabilitated by 12/2024 - 100 grants/loans issued	
Maintain & Enhance Parks, Recreation, Trails & Natural Resources <i>“High quality natural amenities”</i>	Clear direction for parks, recreation, trails, and natural resources	- # of Park and Recreation plan elements adopted by Council	- Parks Master Plan updated by 12/2023	<ol style="list-style-type: none"> 1. Update Parks & Recreation Master Plan 2. Update Natural Resources Plan 3. Rev Pedestrian/Bike Master Plan 4. Ev:
	Sustainable financing for parks, recreation, trails, and natural resources	-\$ committed to capital plan	- Full funding of Capital Improvement Program of park, recreation, trails, and natural resources items for the next 5 years	
	Preservation of natural resources	- # of plans adopted - Acres protected	- Implement Natural Resources Plan by 12/2023	
Workforce Capacity <i>“Capabilities and capacity to meet community needs”</i>	Adequate staff to meet service demands	- # of service levels met	- Measure major service levels by 2025	<ol style="list-style-type: none"> 1. Reevaluate workforce policies to meet emerging service demands 2. Develop plan for tracking service levels 3. Develop Recruitment Plan to attract more diverse candidates 4. Develop Employee Retention Plan 5. Update Compensation Study
	Staff and volunteers reflect the community	- Increase in racial diversity of staff - Increase in racial diversity of volunteers	- Increase racial diversity by 5% for City Staff, Boards/Commissions by 2025	
	Stable workforce	- Turnover rate reduction - Increase in avg. length of service	- Reduce average turnover rate to < 15% by 2025	



OUR VISION

Savage is an inclusive community for all ages and stages of life. A safe, welcoming place with abundant natural amenities. We honor our unique history while simultaneously planning our growth and the creation of a dynamic, full-service city.



OUR MISSION

Our mission is to maintain and enhance a high quality of life in the city. We do this through the delivery of reliable, resilient, cost-effective services and thoughtfully planned growth.

Reviewing the Environment, Setting Strategic Priorities

An important part of the strategic planning process is a review of the current operating environment and an evaluation of the challenges confronting the community. This was accomplished via a SWOT analysis—a process that examines the organization’s internal strengths and weaknesses, as well as the opportunities and threats in the external environment. The results are displayed below.

STRENGTHS

- Leadership
- Staff
- Financial
- Amenities
- Customer Service

WEAKNESSES

- Communication/engagement
- Downtown
- Code & ordinances
- Lack of community identity
- Employees - staffing

SWOT Analysis

- Transit – access & planning
- Sense of place – monuments, downtown
- Uniqueness/identity amenities – parks, small town feel, history
- Redevelopment – downtown, housing, planning
- Environment – river access, preservation, green initiative, park
- Services – liquor, codes
- Collaboration – schools, government partners, D.P.A.
- Diversity – factor in all opportunities, age, culture, interest, disabilities

OPPORTUNITIES

- Human Resources – evolving work force, recruit, retain
- Community – who are we?
- City finance – serves as it relates to revenue
- Infrastructure – aging, maintain
- Amenity – protecting, natural resource

THREATS

STRATEGIC PRIORITY 1

Community Identity



OUTCOME

The City of Savage has a recognizable identity

KEY OUTCOME INDICATOR

Positive change in community feedback re: community identity

TARGET

Between 2022-25, improve the % of residents that can describe Savage's community identity

OUTCOME

Spaces in our community that people feel connected to

KEY OUTCOME INDICATOR

of completed placemaking projects

TARGET

Complete 5 new placemaking projects by 2027

OUTCOME

All segments of the community are effectively engaged

KEY OUTCOME INDICATOR

Community feedback results indicate engagement

TARGET

>33% of residents feel that they are effectively engaged on the 2024 Community Survey

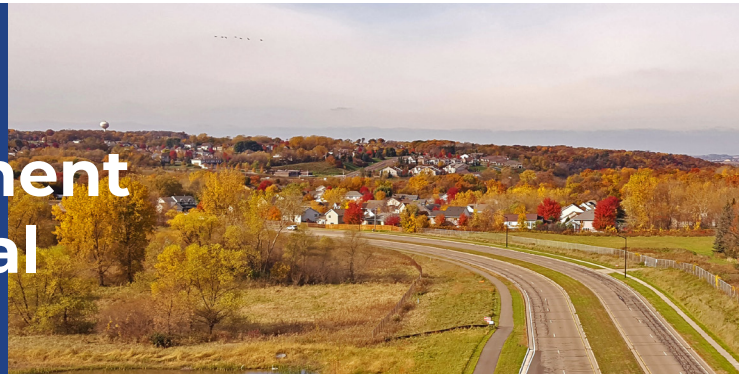
STRATEGIC INITIATIVES

- a. Create and implement a community identity strategy
- b. Create a Communication Plan to promote the identity

- c. Prioritize the Placemaking Plan
- d. Create Community Engagement Plan

STRATEGIC PRIORITY 2

Planned Redevelopment & Downtown Renewal



OUTCOME

Land use policies that support the City's vision

KEY OUTCOME INDICATOR

of land use chapters updated

TARGET

C4 Zoning District implemented by 7/2022; Zoning code updated by 10/2023; Subdivision code updated by 12/2023; Signage policies updated by 2/2024

OUTCOME

Economic development policies that support the City's vision

KEY OUTCOME INDICATOR

of new policies recommended by EDC; # of economic development progress milestones achieved

TARGET

Update of economic development policies completed by 10/2023

OUTCOME

High quality & diverse housing stock

KEY OUTCOME INDICATOR

of loan programs approved by 12/2022

TARGET

TBD of housing units improved/rehabilitated by 12/2024; 100 grants/loans issued

STRATEGIC INITIATIVES

- Update City Code Chapter 15 (land use)
- Create a Downtown Plan
- Update economic development policies

- Create housing improvement loan program
- Complete street policies

STRATEGIC PRIORITY 3

Maintain & Enhance Parks, Recreation, Trails, and Natural Resources



OUTCOME

Clear direction for parks, recreation, trails, and natural resources

KEY OUTCOME INDICATOR

of Park and Recreation plan elements adopted by Council

TARGET

Parks Master Plan updated by 12/2023

OUTCOME

Sustainable financing for parks, recreation, trails, and natural resources

KEY OUTCOME INDICATOR

\$ committed to capital plan

TARGET

Full funding of Capital Improvement Program of park, recreation, trails and natural resources items for the next 5 years

OUTCOME

Preservation of natural resources

KEY OUTCOME INDICATOR

of plans adopted; acres protected

TARGET

Implement Natural Resources Plan by 12/2023

STRATEGIC INITIATIVES

- a. Update Parks & Recreation Master Plan
- b. Update Natural Resources Plan

- c. Review/update the Pedestrian/Bike Master Plan
- d. Evaluate funding options

STRATEGIC PRIORITY 4

Workforce Capacity



OUTCOME

Adequate staff to meet service demands

KEY OUTCOME INDICATOR

of service levels met

TARGET

Measure major service levels by 2025

OUTCOME

Staff and volunteers reflect the community

KEY OUTCOME INDICATOR

Increase in racial diversity of staff; Increase in racial diversity of volunteers

TARGET

Increase racial diversity by 5% for City Staff, Board/Commissions by 2025

OUTCOME

Stable workforce

KEY OUTCOME INDICATOR

Turnover rate reduction; Increase in average length of service

TARGET

Reduce average turnover rate to <15% by 2025

STRATEGIC INITIATIVES

- a. Reevaluate workforce policies to meet emerging service demands
- b. Develop plan for tracking service levels
- c. Develop Recruitment Plan to attract more diverse candidates

- d. Develop Employee Retention Plan
- e. Update Compensation Study

STRATEGIC PLANNING PARTICIPANTS

The strategic plan was developed with the hard work and dedication of many individuals. The City Council led the way, taking time out their schedules to commit to long-term thinking. They defined a direction and a set of outcomes that are important to the community stakeholders with whom they partner and serve.

The City's senior staff supported the City Council and offered an operations perspective as well as challenges to conventional thinking.

CITY COUNCIL

Janet Williams, Mayor
Bob Coughlen, Councilmember
Christine Kelly, Councilmember
Gene Abbott, Councilmember
Matt Johnson, Councilmember

DEPARTMENT HEADS & STAFF

Brad Larson, City Administrator
Jay Scherer, Community Development Director
Julie Stahl, Finance Director
Clete Erickson, IT Manager
Seng Thongvanh, Engineer/Utilities Director
Rodney Seurer, Police Chief
Jeremie Bresnahan, Fire Chief
Greg Boatman, Public Works Director
Emily Gunderson, Communications Manager
Casey Casella, Management Analyst