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# MEMORANDUM

*Community Development*

To: Mayor Jackola and City Council  
From: Kelly Hart, Community Development Director  
Subject: Strategic Plan Adoption

Date: December 4, 2024

## I. CURRENT REPORT

The City of Lebanon has developed a strategic plan to align organizational resources and capacity with community priorities. The plan will serve as a roadmap for the organization to guide policy decisions, resource allocation, and service delivery over the next five years. The strategic planning process included redesigning the City's mission, vision, and values and developing strategic goals with defined supporting actions to advance the mission in alignment with the City's vision and values.

The city developed the plan with an emphasis on engagement. The process included multiple opportunities for input and collaborative discussion across the organization with City employees and the City Council to build consensus and unity around the city's shared purpose and direction.

The Lebanon Strategic Plan was developed around focus areas, objectives/outcomes, and metric-driven action to determine the success of progress and implementation.

The city council and leadership team brainstormed and developed focus areas during a work session in June 2024. The five focus areas are Transportation and Infrastructure, Community Services and Cultural Opportunities, Financial Sustainability and economy, Community Safety, and Engagement and connection. The objectives and outcomes are established for each focus area to identify what the city strives to achieve.

The metric-driven action items were developed with the help of city staff to identify key actions or projects that can be taken and measured to achieve the goals and objectives. These action items will help develop the work plans for each department over the next five years and inform the city's short-term and long-term policy decisions, allocation of resources, and prioritization of work.

The strategic plan is a working document. The City Council will receive semi-annual updates on plan implementation, and the plan will be reviewed annually during future council goal-setting sessions.

## II. RECOMMENDATION

Adopt by motion the 2025-2029 Strategic Plan.