



*The City of Salem*  
ILLINOIS

# STRATEGIC PLAN 2023

Prepared by: Arndt Municipal Support, Inc.



City of Salem, Illinois  
Strategic Plan  
2023

# INTRODUCTION

01

The City of Salem, Illinois conducted a Strategic Planning Session in August 2023. The planning session was conducted on Saturday, August 26, 2023, in the City Council Chambers at the historic Salem City Hall located at 101 South Broadway. Those present and participating in the strategic planning process were:

**Mayor Nicolas Farley**  
**City Councilman Craig Morton**  
**City Councilman Royce Bringwald**  
**City Councilwoman Tracey Crouch**  
**City Councilman Jim Koehler**  
**City Manager Rex Barbee**  
**City Clerk Tabitha Meador**  
**Finance Director Keli Roth**  
**Public Works Director Annette Sola**  
**Chief of Police Kyle Ambuehl**  
**Deputy Chief of Police Susan Miller**  
**Chairman Planning Commission Rick McCullum**  
**Peoples National Bank President Brian Gansauer**  
**Marion County Savings Bank CEO T.J. Burge**  
**Polar Services Center Vice President Tracy Timmerman**  
**Tourism Board Member Janelle Smith**

A special thanks go out to Leah Dellicarpini and City Manager Rex Barbee for organizing the strategic planning session.

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# PURPOSE

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The City of Salem desired to:

- 1. Develop a City Vision Statement**
- 2. Create a City Mission Statement**
- 3. Develop Organizational Values**
- 4. Establish Clearly Defined Broad goals and Objectives for the City to accomplish over the next four years**
- 5. Complete an Alignment and Prioritization Exercise for the Identified goals**
- 6. Assign a Champion(s) to Manage each goal**

## Methodology

Before participating in the August 2023, Strategic Planning Session, the City of Salem desired to hear from the citizens of Salem. Two community listening sessions were conducted in May 2023. These sessions were held on May 23, and May 24, 2023, at the Salem Community Center. Fifteen community members participated in the listening sessions. Additional feedback was provided by the Salem Lions Club. A summary of the data collected during these listening sessions was shared with and thoughtfully considered by the planning session participants during the strategic planning session.



In early August 2023, participants were invited to participate in a brain dump exercise over two weeks to get each participant engaged in the process. Each participant was asked to consider the following:

- **What is your vision for the City of Salem? When you think about the future of Salem, what does it look like? What do you want it to be?**
- **What is the mission of the City of Salem? What is the primary purpose of the organization? What should the City be working on?**
- **What fundamental values should guide the City, as you work to accomplish your Mission and fulfill your Vision?**
- **What one to three things do you want to see the City accomplish over the next four years?**

During the Strategic Plan Training Session, the following items were reflected upon:

- 1. Community Listening Session feedback.**
- 2. Brain dump exercise individual responses.**
- 3. Vision statements from other cities and villages.**
- 4. Mission statements from other cities and villages.**
- 5. Organizational Values (guiding principles) from other cities and villages.**

# VISION STATEMENT

04

A vision statement was defined in this session as a statement describing where the organization wants to be as a result of what the organization does. It is the roadmap for the City. The vision is what, where, or whom you want the City to become. The participants worked together as a team to develop the following vision statement for the City:

**“Your opportunity to thrive.”**

# MISSION STATEMENT

A mission statement was defined in this session as a statement describing the means of successfully achieving the vision. How you get to where you want to be. What the City of Salem does. The participants created the following Mission Statement for the City:

**“To provide the foundation needed to support the opportunity to thrive.”**

# ORGANIZATIONAL VALUES

Organizational values, also known as guiding principles, were defined during the session as values that describe how the City of Salem will achieve its mission and vision. These values guide team members. They are the tenets that drive the organization’s actions. The strategic planning session participants identified the following Organizational Values:



**Professionalism**  
**Act with Integrity**  
**Accountability**  
**Transparency**  
**Positive Leadership**  
**Proactive**  
**Active Communication**  
**Creativity and Vision**

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# **ORGANIZATIONAL GOALS**

The participants completed a goal-setting exercise designed to identify goals they want the City to accomplish over the next four years. During the exercise, objectives were also developed for each goal. Each participant assigned a priority ranking for each goal. Champions were assigned to each goal to ensure accountability and progress.

**The priority ranking scale was described to the participants as the following:**

<b>Priority Ranking</b>	<b>Description</b>
<b>5</b>	<b>Full support of the goal.</b>
<b>4</b>	<b>Good goal, but not 100% support.</b>
<b>3</b>	<b>I can go either way on this goal.</b>
<b>2</b>	<b>I am not a fan, but the group wants it.</b>
<b>1</b>	<b>I do not support this goal.</b>

The City created the following six goals. The goals are listed in priority order. It is important to note the identified goals scored between 3.00 and 4.75. Five of the goals were considered by the sixteen session participants as good goals that are worthy of being pursued. Economic Development and Housing were a constant theme during the planning process and the priority ranking for each of these goals affirms the importance of these two goals for the City.

Category	Goal	Champions	Number of Objectives	Priority Ranking
(ED) Economic Development/Downtown Revitalization	Actively pursue and support downtown, commercial, and industrial development within the City.	Economic Development Director	11	4.75/5
(H) Housing	Pursue and incentivize residential housing development within the City.	Economic Development Director	9	4.73/5
(I) Infrastructure Improvements	Plan, design, fund, and complete City infrastructure improvements.	Public Works Director	3	4.63/5
(Q) Quality of Life	Support and promote quality of life initiatives and activities.	City Manager and Economic Development Director	5	4.13/5
(C) City Facilities and Services	Improve City-owned facilities and businesses	Chief of Police and Finance Director	5	4/5

(A) City Aesthetics	Improve City-wide aesthetics	Chief of Police and Public Works Director	4	3/5
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# OBJECTIVES AND SCHEDULE OF ACTIVITY

The strategic planning participants created thirty-seven objectives for the City to complete in the pursuit of the six established goals. The charts below depict the objective identifier and the objective assigned to each goal.

## Goal (ED): Actively pursue and support downtown, commercial, and industrial development within the City.

ID	Objective
ED-1	Attract two interstate-related commercial businesses adjacent to the Interstate.
ED-2	Work with existing manufacturers and industries in the recruitment and incentivization of new manufacturing businesses.
ED-3	Meet with and improve relationships with existing businesses to better understand their needs and eliminate a perceived disconnect between the City and local businesses.
ED-4	Develop and improve relationships with officials in Springfield.
ED-5	Identify the location of the City's next Industrial Park Within 12 months.
ED-6	Establish an economic development strategic plan that guides economic development activities over the next five to ten years.
ED-7	Market, incentivize, and support the development of Kinney Blvd for restaurants, hotels, and truck stops.
ED-8	Creative incentive programs to encourage business development throughout the City.
ED-9	Continue to advocate for and support the connection of local students with local businesses/jobs through manufacturing tours, the CEO Program, internships, and apprenticeships.
ED-10	Revitalize the appearance of the downtown to enhance curb appeal by painting parking lines, crosswalks, and murals, replacing the downtown flowerpots, and installing decorative banners.
ED-11	Develop and adopt cohesive downtown design standards.



## Goal (H): Pursue and incentivize residential housing development within the City.

H-1	Develop and implement residential development incentives to support affordable housing and high-end housing development in the City.
H-2	Proactively recruit and support the development of fifty new residential units within the City over the next four years.
H-3	Create and implement a single-family and multi-family housing plan.
H-4	Reduce obstacles to residential development within the City.
H-5	Actively pursue and support the development of one residential subdivision a year.
H-6	Develop a conceptual plan and prospectus for the development of a new residential subdivision that includes infrastructure incentives, and waiving tap fees by the spring of 2024.
H-7	Proactively recruit and support the development of assisted living residential units within the City.
H-8	Promote the development of safe downtown upper-story living establishments.
H-9	Update the City's Zoning Ordinance to proactively support additional housing alternatives and opportunities within the City.

## Goal (I): Plan, design, fund, and complete City infrastructure improvements.

I-1	Construct quality improvements to older residential neighborhoods to include new sidewalks, new sanitary sewers, and replacing curbs and gutters.
I-2	Improve mobility by improving sidewalks to schools and parks within the City.
I-3	Support and promote the installation of electronic vehicle charging stations along the interstate corridor.

## Goal (Q): Support and promote quality-of-life initiatives and activities.

Q-1	Promote and support the creation and implementation of the inaugural William Jennings Bryan Festival in May 2024.
Q-2	Recruit and support additional social services, drug addiction counselors, and mental health providers to better meet the needs of the City.
Q-3	Work with community partners to better promote and market the City to increase tourism.
Q-4	Plan, design, and construct one large park or recreation project every three years.
Q-5	Partner with community service providers to improve senior citizen services and resources.

**Goal (C): Improve City-owned facilities and services.**

C-1	Complete a facility master plan with project milestone timelines for the construction of City Hall and the Police Department.
C-2	Design and construct a City Hall and Police Department built for future needs and compliance with Department of Justice requirements.
C-3	Update the City's Information Technology System.
C-4	Improve the City's cybersecurity efforts.
C-5	Improve collaborations and service sharing with other local units of government.

**Goal (A): Improve City-wide aesthetics.**

A-1	Budget for and demolish a predetermined amount of dilapidated houses each year.
A-2	Promote and conduct multiple city-wide clean-up days on an annual basis.
A-3	Purposefully acquire properties on an annual basis to clean them up and return them to the tax rolls.
A-4	Work with property owners and community partners to clean up the interstate area/gateway.

## **REGULAR PERIODIC REPORTING SYSTEM**

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The participants agreed on the importance of routinely updating the Mayor, City Council, and the Community on the progress made toward each goal within this plan on a regular basis. The participants agreed to provide scheduled reports every two months.



The following are recommendations to assist the City achieve the successful completion of these goals:

- Regularly discuss each goal with the champion(s) assigned to the goal.
  - Link goal and objectives progress and accomplishment to employee performance evaluations.
    - Link goals and objectives to the annual budget process.
- Link goals and objectives to the agenda action forms for each City Council meeting.
- Incorporate language into the recital clauses (whereas verbiage) of Village ordinances and resolutions when the ordinance and resolution are linked to a specific goal and/or objective.
- Create a one-pager scorecard that can be checked off when substantial progress is made or the goal is completed and publish that scorecard on the Village website.
  - Celebrate the accomplishment of each goal and/or objectives.
- Evaluate Village commitment to the goals on an annual basis and modify as required.
  - Update the City's Strategic Plan after the completion of the five-year planning period.