

At the outset, the Salem Strategic Plan calls for two distinct engagements with the community: (1) during the Situation Assessment phase to get feedback on key issues in our community; and (2) while developing the City's Strategic Plan, in response to the issues identified in the Situation Assessment which may be internal and external influences affecting our community.

Senior staff from ECONorthwest and BDS may conduct **one-on-one interviews with elected officials, key City staff, and community group leaders** throughout the project, on an as-needed basis to clarify and discuss (1) the situation assessment, (2) draft strategies and actions, and (3) the transition plan. The consultant team will conduct about 50 to 60 interviews over the course of the project.

For this *initial stakeholder interview session*, we worked with as many as 48 interview slots over two to three days (**October 18, 19 and 20, 2016**). For the strategic plan, "stakeholders" are people able to represent the interests and opinions of groups with a specific interest in the work the City does. Our goal is to achieve a balanced and broad range of community perspectives, with an emphasis on the community's diversity (gender, age, ethnicity; and a mix of business and neighborhood voices).

In addition to regular updates on our progress through social media and news media channels, as part of this work, we will have many **other stakeholder engagement opportunities** (supported by consultant team) to include:

- **Community survey** – a statistically valid sampling to **(1)** gauge satisfaction with existing conditions, services and future and then again, **(2)** to vet draft strategies and actions. We may also make these surveys widely available after the sampling is finished.
- **Stakeholder Charrettes** – an intense work session with a range of stakeholders to discuss choices around **(1)** draft situation assessment findings with those interviewed in October 2016; and **(2)** to promote joint ownership of solutions and building consensus around the proposed strategies and actions, as they develop.
- **Community Open Houses** – two open houses *immediately following each stakeholder charrette* for input from the community on findings in-person and in real time.

The team will also be supporting at least two **City Council Work Sessions** to **(1)** develop broad elements of the strategic (mission, vision, values) and **(2)** develop the strategic plan. The team will also benefit from recent stakeholder engagement work to support strategies for Downtown, North Gateway and West Salem Urban Renewal Areas and the 2016 Strategic Communications Plan.

Interview Roster: October 2016

The interviews were one input among many to build the set of issues for the Situation Assessment. Other inputs include the statistically valid residential satisfaction survey and community open house.

Mayor and Council

1. Mayor Chuck Bennett
2. Councilor Tom Andersen
3. Councilor Brad Nanke
4. Councilor Steve McCoid
8. Councilor Jim Lewis
9. Councilor Sally Cook
10. Councilor Kara Caser
11. Councilor Matt Ausec
12. Former Mayor Anna Peterson
13. Former Councilor Diana Dickey

Stakeholder Engagement

Salem Strategic Plan: October 2016 to January 2017

City Management, Department Directors

14. Steve Powers, City Manager
12. Kacey Duncan, Deputy City Manager
13. Glenn Gross, Community Development Department Director
14. Mike Niblock, Fire Department
15. Mina Hanssen, Human Resources
16. Jerry Moore, Police Department
17. Krishna Namburi, Information Technology Department
18. Dan Atchison, Legal Department
19. Peter Fernandez, Public Works Department
20. Kristin Retherford, Urban Development Department

21.	Dan Clem, CEO (<i>former Councilor</i>) Nick Williams, Director of Public Affairs	Salem Area Chamber of Commerce
22.	Christy Perry, Superintendent	Salem Keizer School District
23.	Cheryl Nester Wolfe, President and Chief Executive Officer	Salem Health
24.	John Lattimer, Chief Administrative Officer <i>SWAN Chair, SEDCOR Board</i>	Marion County
25.	Jim Bauer, Vice President for Planning and External Affairs <i>Downtown 365, Oregon Artist Series Foundation</i>	Willamette University
26.	Randy or Mike Compton <i>(Salem Hospital Facility Authority)</i>	Pioneer Trust Bank
27.	Steve Anderson	West Salem Neighborhood Association
28.	Rich Duncan <i>SEDCOR Board</i>	Rich Duncan Construction
29.	Kasia Quillinan <i>former Councilor</i>	CityWatch Salem Parks and Recreation Board
30.	Cindy Condon, Past President <i>Salem Progressive Film Series</i>	Salem City Club
31.	Jose Gonzalez residential real estate professional	Latino Business Alliance
32.	Evann Remington	Fresh and Local
33.	Jim Vu, Kitchen on Court	Downtown 365
34.	Richard Berger former chair and area developer	Mountain West Investments
35.	Pastor Ronnie Brooks Pastor Mike Weaver	To God be the Glory Ministries
36.	Sam Skillern	Salem Leadership Foundation
37.	Steve Fowler, Lead Pastor	Salem Alliance Church
38.	Amador Aguilar	North Gateway Redevelopment Advisory Board
39.	Dr. John Choppala	Mayor's International Council
40.	David Anitok Salem's Marshallese community	Mayor's International Council

Stakeholder Engagement

Salem Strategic Plan: October 2016 to January 2017

41.	Ian Johnson	NESCA
42.	Bill Smalldone (<i>former City Councilor; Salem Weekly Editorial Board</i>)	SESNA
43.	Susan Kaltwasser (<i>Salem Community Vision Steering Committee</i>)	ELNA
44.	Dick Withnell	
45.	TJ Sullivan (<i>State Street Corridor Plan, former Councilor, Chamber Board, Chair South Gateway NA</i>)	Huggins Insurance
46.	Sheronne Blasi <i>former City Councilor</i> or Chane Griggs <i>Oregon Community Foundation</i>	Salem Planning Commission
47.	Gus Castaneda TOT Board and Travel Salem Board	Red Lion Hotel, Salem
48.	AP Walther	Salem Weekly
49.	Dick Hughes	Statesman Journal
50.	YOUTH (four interviewed, I-LEAD)	

Participants: January 2017 Charrette and Open House

Initially scheduled for mid-December but rescheduled due to weather concerns, the stakeholder charrette was held January 31 from 1 to 4 pm. Invitations were issued to stakeholders who participated in the October interviews.

Beginning at 5 pm, more than 225 community members participated in an open house reviewing the input from earlier in the day and adding individual perspectives to the assembled group, on large posters and post-it notes, and in-person to City staff available at each feedback station.

Participants in the January charrette included:

1. Carl Harbaugh, South Town Glass
2. Steve Anderson, West Salem Neighborhood Association
3. Kasia Quillinan, Salem Parks and Recreation Advisory Board, CityWatch
4. Barb Whisenhunt, Project Development Group / Salem Chamber
5. Jim Bauer, Willamette University / Salem Chamber
6. Susan H.
7. Steve McCoid, City of Salem
8. Ryan Allbritton, U.S. Bank
9. Cindy Condon, Salem City Club
10. Mike Jaffe, Mid-Willamette Valley Council of Governments
11. Jim Vu, Citizens Bank
12. Sandra Burnett, Salem Art Association
13. Dick Withnell
14. Steve Fowler, Salem Alliance
15. Barb Hacke Resch, Summit Wealth Management
16. Denyc Boles, Salem Health
17. Bryce Petersen, Salem Health
18. Dan Clem, Chamber of Commerce
19. Joan S., Resident
20. Wendy Kleitz, PGE
21. Rich Duncan, RDC
22. Allan Pollock, Cherriots

Stakeholder Engagement

Salem Strategic Plan: October 2016 to January 2017

23. Bill Smaldone, KМУZ Radio
24. Curt Arthur, SVN
25. Dr. John Choppala, Mayor's International Council, City of Salem
26. Josh Kay, First Commercial Real Estate
27. Rick Day, Advantage
28. Michael Duane Brown, Legal Shield
29. Michael Wolfe, Salem-Keizer School District
30. T.J. Sullivan, Huggins Insurance
31. Ian Johnson, NESCA
32. Jeff Miller, First Commercial Real Estate