

**MINUTES**  
**CITY OF STEVENSON SPECIAL COUNCIL RETREAT**  
**March 02, 2024**  
**9:00 AM, Hegewald Center-West Meeting Room**  
**710 SW Rock Creek Dr.**  
**Stevenson, WA 98648**

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**1. CALL TO ORDER/MEETING PURPOSE/OUTCOMES:** Outcomes: Clarified Focus Areas for 2024-2027 Strategic Plan implementation and Clarified Strategies for 2024-2027 Strategic Plan Implementation.

Mayor Anderson called the meeting to order at 9:00 am.

**PRESENT**

Councilmembers Dave Cox, Kristy McCaskell, Michael D. Johnson, Pat Rice, and Lucy Lauser

Community Development Director Ben Shumaker, Public Works Director Carolyn Sourek and City Administrator Leana Kinley were also present.

The overall agenda is listed below with notes and a copy of the slides used during the meeting attached to these minutes.

**2. WELCOME AND CONNECTION:** Question for the Day: What is the conversation you most want to have at a strategic level for today's session?

**3. GROUP PROCESS:**


- a) **Strategic Planning:** Purpose, Overview of Process and History
- b) **Strategic Plan Status:** Successes, Review (attached or online at <https://city-stevenson-wa-clear.doc.cleargov.com/56/349/d>)
- c) **Assessment Outcome:** Review Survey Outcome (attached)
- d) **Context Mapping:** Environmental Scan (PEST)
- e) **Top Priorities:** Discussion on high level priorities that emerged in survey, comparison to 2022. Rate study Capital Improvement Program list included as requested at February 15th council meeting for discussion of Infrastructure/Utilities and Financial Health priorities.
- f) **Strategies:** Discuss top priority strategies as related to implementation of the strategic plan.

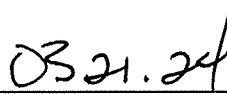
**4. GENERAL DISCUSSION-Q&A**

**5. NEXT STEPS**

**6. WRAP UP/ADJOURNMENT** - Mayor Anderson adjourned the meeting at 1:00 pm.

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Scott Anderson, Mayor

  
Date

## City of Stevenson

### Strategic Planning Session Recap: March 2, 2024

This is a transcription of the work session conducted with Council. Below is the outcome of the discussion from the top four strategic priorities of the current strategic plan. The bulleted items below are the themes that resulted from the discussion with Council.

Further work will be done to take the high level them and review them in juxtaposition to existing priorities, process and procedures. A summary of this will be provided at the April 25, 2024 Council meeting.

#### Financial Health

**Question:** What does financial health mean? What are the elements of it?

- Revenue  $\geq$  Expenses
  - Sustainable / diverse funding
  - W/o overburden today or tomorrow
  - Includes reserves
  - Enough revenue to meet current and future needs
- Revenue sources
  - Knowing tools for revenue diversity
  - Understanding sources and uses
  - Diverse funding sources
  - Sustainable revenue streams
  - Outside revenue
    - Grants
    - Investors
    - Business / tourism growth
- Budgeting for future
- Long-term financial planning
- Adequate reserves to cover future costs
- Efficient use of funds

- Good money management
  - Policies in place to support fiscal responsibility
  - Paying with cash on hand rather than with loans or grants
  - Proactive vs. reactive
  - Expenses = Operations + capital improvement + reserve
- Run city today / improves the future
- Investment includes: equipment, labor, materials
- Operations
  - Watch every penny
  - Maximize what you get with every \$
  - Personnel – pick the best people for the money spent
- Financial health balanced with Community diversity & strength
- Prioritize – watch opportunity costs
- Concise, good communication around financial health
- Today = tomorrow, consider equitable; small and large

### Infrastructure – Utilities (Maintenance of Current & New Growth)

**Question:** What are the top priorities for Infrastructure? How will it be funded? What resources are needed – staff time, partners etc..?

- Reliable, safe, affordable, accessible / equitable
- Customer rates
- Proactive maintenance of existing

#### Expansion

- Plan for operations & improvements
- Strategic expansion (growth, leverage other opportunities)
- Plan for growth

Funding (rates, taxes, grants , developers)

- Weighing revenue sources
- Partnerships for resources and sources (county, state, other utilities)

- Loans / grants
- Funding with staff time

Prioritization

- Balance staff time with interest rates / funding support

### **Governance – *Council Rules of Procedure***

**Question:** What does working as a governing body look like? What are the elements of it?

- Authority of the Council exists when meeting in a convened Council meeting (Body of the Council)
- United front supporting Council decisions (& each other)
- Create the decision / policy; support the decision / policy
- Adhering to policy
- Integrity / Ethics (following code of behavior)
- Understanding roles and responsibilities (Mayor, Council & staff)
- Forming and accepting consensus
- Agree to disagree
- Processing moral and civic values
- Recognize competing interests
- Be cognizant of community needs and serve them
- Communication
  - Good at all levels
  - Public communications (both ways)
  - Accurate and consistent with Council

### **Internal Processes**

**Question:** What does this entail? What are the elements of it?

- Clarity of Roles and responsibilities – why & how
- Policies – council (what), procedures – staff (how) and guidelines
- Policy driven internal processes

- Communications: Policy and implementation
- Performance evaluation and adjustments (big picture)
- Task management prioritization – ‘opportunity cost management’
- Permitting / bill paying

#### **Structural documents**

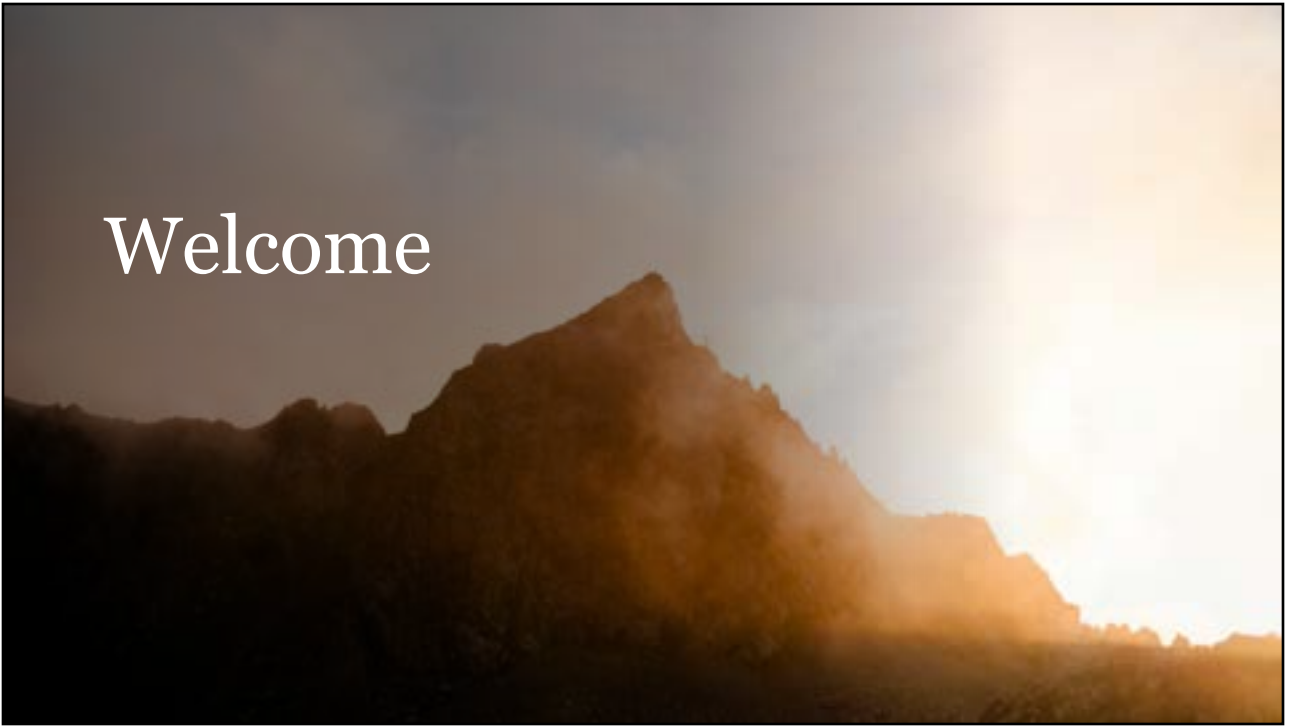
- Service level agreements; response time expectations
- Strategic Plan
- Comprehensive plan
- CIP

### **Successes**

**Question:** What are the successes or big wins over the past two years?

- Waste water project
- Streamlining processes
- Increase in projects / project management
- Flourishing downtown
- Increased agency communications / relationships
- Technology investment implementation
- Financial health
- Continued improvement of aging infrastructure
- ‘Dig once’ policy
- Transition with new staff / training / knowledge base
- Movement / execution of plan

Welcome



**STRATEGIC PLAN  
REVIEW**

## Outcome

- Greater understanding of the strategic plan that focuses on the most important areas to address in the coming two years



## Agenda

- Purpose of Strategic Planning
- Strategic Planning Process
- Strategic Plan Status
- Assessment Outcome
- Context Map
- Top Priorities
- Top Strategies
- Wrap up

*Breaks throughout*



## Roles

### Participants

- Listen
- Contribute
- Absorb
- *Stay high level & strategic*

### Alison

- Subject matter experts
- Provide information
- Stimulate conversation
- Keep the time and flow

## Group Participation

- Think expansively - big picture (vision)
- Balance participation (Step forward, step back)
- Be curious
- One conversation at a time
- Listen for all voices -- speak up when you have a different perspective
- Change your mind when warranted

- Candid and respectful dialog
- Disagree with ideas, not with people
- Share responsibility for the quality of our social interaction
- See your worldviews as lenses, not truths
- DWYGTD
- Use parking lot



# Group Participation



## STRATEGIC PLAN REVIEW



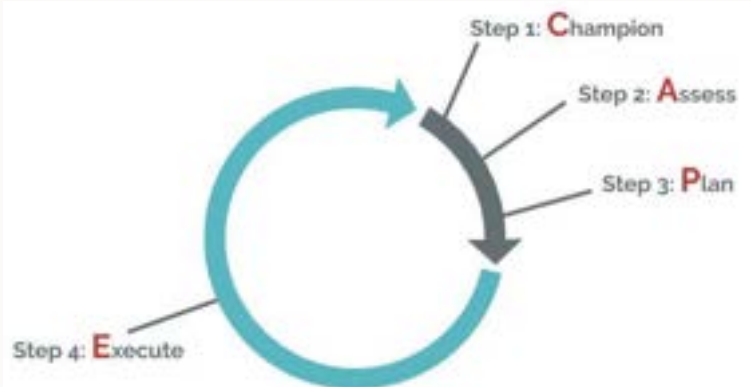
## Benefits of Strategic Planning

- Align people and resources
- Tell stakeholders where you're going and invite their participation
- Demonstrates good stewardship
- Ensures consistency from year to year, beyond the term of any one leader
- Provides direction so people can do the tactical work



## Strategic Planning Process

### The CAPE Cycle



# Strategic Planning Process

## Planning Flow

Vision: aspiration (why)

Mission: business (how)

Focus Areas: achievements (what)

Strategies: methods (what we're doing)

Goals: metrics (measuring progress)

Tactics: actions (how it gets done)



## Structure of Plan

### Focus Area

High level theme of the organization's strategy focus.

### Strategies

Methods that support the Focus Area

### Tactics

Approach to achieve strategy - multiple items that are measurable. This is work of staff to implement the plan.

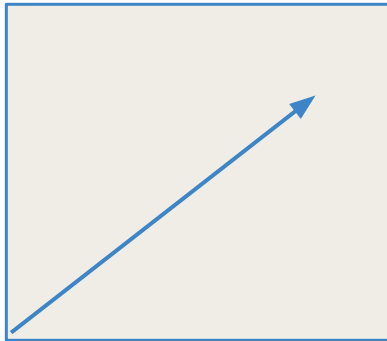
### Goals

A specific and measurable desired accomplishment.

Can be a specific result or a process.

# Strategic Planning

The Plan



What actually happens



## STRATEGIC PLAN REVIEW





## Mission

The importance Mission

- North star
- Lens for decision making



## Mission Statement

**Mission:**

*Stevenson is committed to investing in improved infrastructure, stewardship, community and human development.*

*We adapt, evolve, and progress to maintain our resilient and inviting small town feel in an agile/nimble and fiscally responsible way.*





## STRATEGIC PLAN REVIEW



## History and Process

### 2022 Retreat

- Pre-Session Assessment Survey
- May 2022 Session
  - Top Priorities
  - SWOT
  - Focus Areas
  - Strategies
  - Work Plan Items
- July 2022
  - Prioritization of Strategies through lens of Work Plan

Quarterly Reviews 2022-2023





## STRATEGIC PLAN REVIEW



**What are the  
successes in the Past  
2.5 years?**

## STRATEGIC PLAN REVIEW





# STRATEGIC PLAN REVIEW



## Strategic Plan

### Focus Areas



**Organizational Health and Sustainability**

Overall Progress

**85%**



Strategies

**5**



**Build and Maintain the Municipal Infrastructure**

Overall Progress

**41%**



Strategies

**5**



**Improve Land Use and Development Planning**

Overall Progress

**25%**



Strategies

**3**





# Focus Area I: Organizational Health & Sustainability

## Strategies

● Complete 
 ● On Track 
 ● Minor Disruption 
 ● Major Disruption 
 ● Not Started 
 ● Future



# Focus Area II: Build and Maintain the Municipal Infrastructure

## Strategies

● Complete 
 ● On Track 
 ● Minor Disruption 
 ● Major Disruption 
 ● Not Started 
 ● Future



# Focus Area III: Improve Land Use and Development Plan

## Strategies

● Complete 
 ● On Track 
 ● Minor Disruption 
 ● Major Disruption 
 ● Not Started 
 ● Future

Planning and Zoning Updates

Action Items **4**

Progress  60%

Status No data available

Housing

Action Items **5**

Progress  16%

Status No data available

Strengthen Partnerships

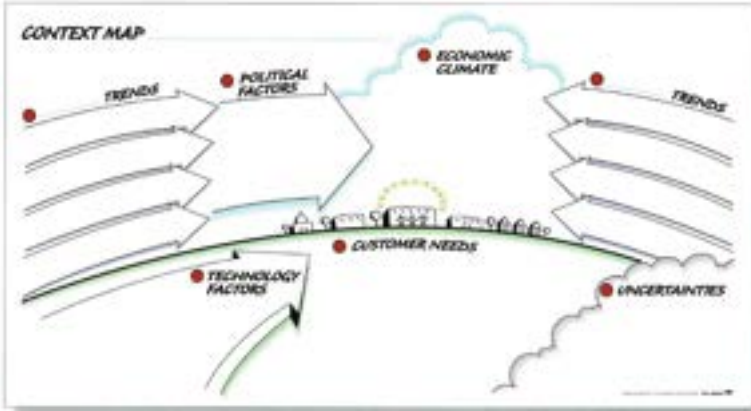
Action Items **4**

Progress  0%

Status No data available



## STRATEGIC PLAN REVIEW



## CONTEXT MAP



## ASSESSMENT

# Top Priorities

## Assessment Results

1. Infrastructure
2. Affordable Housing
3. Process improvement

## SWOT

### STRENGTHS

1. Staff / Commitment to Excellence
2. Vibrant Downtown
3. Vision / Strategic Direction

### OPPORTUNITIES

1. Partnerships
2. Infrastructure
3. Funding

### WEAKNESSES

1. Communication / PR
2. Aging Infrastructure
3. Capacity / Focus on Priorities

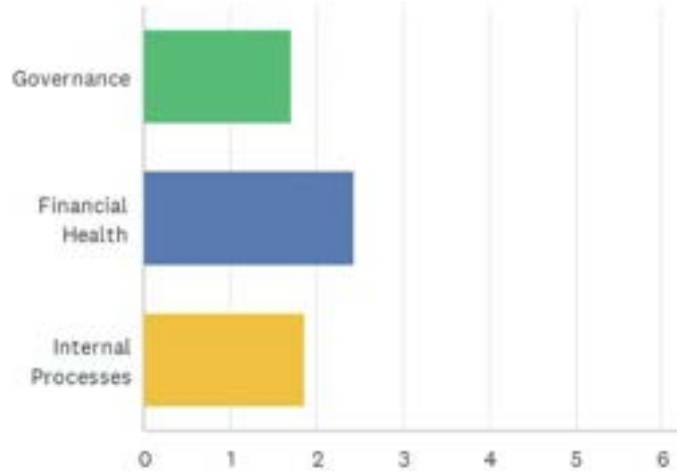
### THREATS

1. Economy
2. Natural Disaster



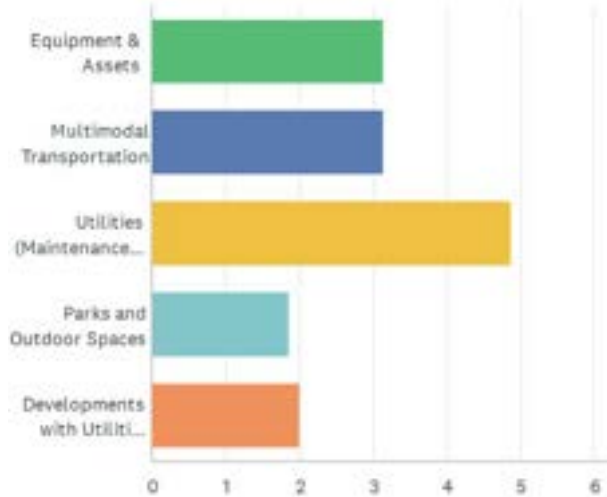
## FOCUS AREA I: Organizational Health & Sustainability

Strategies Ranked in order of importance



## FOCUS AREA II: Building & Maintaining Municipal Infrastructure

Strategies Ranked in order of importance



## FOCUS AREA III: Improve Land Use & Development Plan

### Strategies Ranked in order of importance



## Strategies Overall Ranking - 2024

1. Financial Health
2. Utilities (Maintenance of Current & New Growth)
3. Governance
4. Internal Processes
5. Planning & Zoning
6. Housing
7. Strategic Land Use & Development
8. Equipment & Assets
9. Multimodal Transportation
10. Partnerships
11. Parks & Outdoor Spaces
12. Developments with Utilities Partners (gas, electric, broadband, phone)

# Priorities by Strategies Compared

## 2022 Strategic Planning Prioritization (Ranked Order of Importance)

1. Internal Processes
2. Utilities (Maintenance of Current & New Growth)
3. Planning & Zoning
4. Developments with Utilities Partners (gas, electric, broadband, phone)
5. Parks & Outdoor Spaces
6. Housing
7. Governance
8. Multimodal Transportation
9. Partnerships
10. Strategic Land Use & Development
11. Financial Health
12. Equipment & Assets

## 2024 Strategic Planning Prioritization (Ranked Order of Importance)

1. Financial Health
2. Utilities (Maintenance of Current & New Growth)
3. Governance
4. Internal Processes
5. Planning & Zoning
6. Housing
7. Strategic Land Use & Development
8. Equipment & Assets
9. Multimodal Transportation
10. Partnerships
11. Parks & Outdoor Spaces
12. Developments with Utilities Partners (gas, electric, broadband, phone)

## Top Priorities

### Priorities Comparison from Assessment

1. Infrastructure  
Utilities (Maintenance of Current & New Growth)
2. Affordable Housing\*
3. Process improvement  
(Internal Processes)

# SWOT

## STRENGTHS

1. Staff / Commitment to Excellence
2. Vibrant Downtown
3. Vision / Strategic Direction

## OPPORTUNITIES

1. Partnerships
2. Infrastructure
3. Funding

## WEAKNESSES

1. Communication / PR
2. Aging Infrastructure
3. Capacity / Focus on Priorities

## THREATS

1. Economy
2. Natural Disaster

*Financial Health*   *Utilities*   *Governance*   *Internal Processes*



## STRATEGIC PLAN REVIEW



## Discussion

### Financial Health

What does financial health mean? What are the elements of it?



## Discussion

### Utilities (Maintenance of Current & New Growth)

What are the top priorities for Infrastructure? How will it be funded?  
What resources are needed - staff time, partners etc..?

This ties to the Capital Improvement Plan.



## Discussion

### **Governance**

What does working as a governance body look like? What are the elements of it?



## Discussion

### **Internal Process**

What does this entail? What are the elements of this?





## STRATEGIC PLAN REVIEW



## Thank You



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