

AGENDA
CITY OF STEVENSON SPECIAL COUNCIL MEETING
STRATEGIC PLANNING RETREAT
July 11, 2020
9:00 AM, Remote

Call-In Number 669-900-6833, or 253-215-8782 Meeting ID: 856 0386 2293 and on YouTube at
<https://www.youtube.com/channel/UC4k9bA0IEEvsF6PSoDwjJvA/>

1. CALL TO ORDER/ROLL CALL: Mayor to call the meeting to order and conduct roll call.

2. COUNCIL BUSINESS:

- a) Review previous council goals.
- b) Report of progress for each goal and celebrate successes.
- c) Review council and staff future goals and priorities.
- d) Discuss proposed new and adjusted goals and priorities.

3. ADJOURNMENT - Mayor will adjourn the meeting.

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City of Stevenson

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Stevenson, Washington 98648

Stevenson City Council SMART Goals for 2019-2024 Q2 2020 Status Report

Vision

Those citizens have now spoken, and their vision for the future is to proudly look out their window, walk down their street, or return for a visit in 2030 and honestly say:

“Stevenson is a friendly, welcoming community that values excellent schools and a small-town atmosphere. The natural beauty is enjoyed by residents and visitors through a network of recreational opportunities. The strength of Stevenson’s economy is built upon high quality infrastructure and a vibrant downtown that provides for residents’ daily needs. Stevenson takes advantage of our unique location on the Columbia River by balancing jobs, commerce, housing, and recreation along the waterfront.”

Mission

Stevenson is committed to investing in improved infrastructure, stewardship, community & human development. We will adapt, evolve, and progress to maintain our resilient and inviting small-town feel in an agile/nimble and fiscally responsible way.

Goals

1. **Wastewater Upgrades:** The city will continue working toward lifting the commercial sewer connection moratorium, building efficient, sustainable and affordable wastewater system upgrades with added BOD capacity by the end of 2021.
 - a. **Complete CERB Feasibility Study** on the Alternatives Analysis by the end of Feb, 2019 and implementation of proposed alternatives by August, 2019. **Final CERB Report in process.**
 - b. Contract with DOE for design funding by Jan 31, 2019. **Completed February, 2019**
 - c. Advertise for Design Engineer immediately upon contract with DOE. Phase Design Engineering contract as necessary to address collection system (including pump stations and geotechnical study) prior to performance on WWTP design. **Contract signed April, 2019**
 - d. **Complete Design** of the project to apply to DOE for construction funding by Oct, 2019. **Delayed until 2020 due to delay in DOE loan contract and CERB Study.**
 - e. **Update Facilities Plan** with the CERB Study and design work by Oct, 2019. **CERB Study included in revised facilities plan update, submitted for DOE approval February, 2019. Design work will be completed and submitted to DOE end of June, 2020.**

Stevenson SMART Goals for 2019-2024 Q2 2020 Status Report (cont.)

- f. Plan for the relocation of Public Works equipment with the expansion of the WWTP to be implemented with construction of the upgrades by the end of 2021. **Alternatives sites researched and some relocation implemented.**
 - g. Continue with the **Sewer Lining** project to reduce Infiltration and Inflow at the wastewater treatment plant during rain events by inspecting 10% of the wastewater collection system each year and repairing as needed and as budget allows. Contract for Geotech report as identified in GSP before repairs are made in Montell neighborhood. **Ongoing. The final report on Geotech for Montell neighborhood stated it is more cost effective to treat Infiltration and Inflow at the plant than to fix the sewer lines and install French drains.**
 - h. Enter into agreements with all Significant Industrial Users for individual discharge limits and rates by the end of the second quarter 2019. **Signed agreement with Backwoods Brewing, draft with LDB remains in process.**
 - i. Update FOG program to improve compliance by 90% by the end of 2019 and 100% by 2020. Updates shall include clear instructions of how the proposed escalating fees/fines will be imposed. **FOG Ordinance updated March, 2019.**
 - j. Continue with minor improvements in both collection system and plant and encouraging BOD reduction to reach a goal of 0 NPDES effluent violations. **Ongoing. Coordinating with SIUs and Dirt Huggers for side stream material removal. Installed interim measures to improve plant performance and guide design.**
2. **Fire Hall:** The city will partner with Skamania County Fire District 2 and the Skamania County Department of Emergency Management to build a new fire hall that meets the needs of the agencies, is affordable to the community and is a valued asset of Rock Creek Drive by the end of 2020.
- a. **Design Completion** by first quarter 2019 **Initial design and estimate completed.**
 - b. Apply for and secure **Construction Funding** by the end of 2019 **Delayed-awaiting path forward on revised design and location.**
 - c. Enter into interlocal agreements between various agencies for the funding and/or maintenance of the property. **Awaiting final design to determine agencies involved and associated costs.**
 - d. Complete construction by Fair 2020. **Target will not be met.**
3. **Downtown Planning:** The downtown corridor will be thoughtfully planned to encourage utilization of the entire downtown, allow for safe and easy flow of traffic, and support mixed-use development by the end of 2024.
- a. A **Traffic Study** will be completed by the end of 2019. **Downtown traffic study completed in 2019. City-wide circulation study projected in 2021.**
 - b. **Design Standards** will be updated by the end of 2019. **Road Diet standards updated. Additional standards being reviewed in conjunction with the implementation of the completed Downtown Plan.**
 - c. **Mixed-Use** – The city will reduce barriers to mixed use to encourage increase mixed use development by the end of 2024
 - d. **Aesthetic Improvements** -Vacant/derelict/unkempt property ordinances will be in place by the end of 2020, a list of nuisance properties will be created in coordination with the

Stevenson SMART Goals for 2019-2024 Q2 2020 Status Report (cont.)

- Stevenson Downtown Association by the end of 2019 and nuisance properties will be enforced for a reduction of nuisances by 75% by 2024. **Not started.**
- e. **East-side Downtown Improvements** will be made to encourage development with an increase of developed or utilized properties of 25% by 2024. This will start with the development of a list of improvements needed by the end of 2019. **Eastside First Street project approved for construction in 2021.**
4. **Unimproved Street Plan:** The city will develop an unimproved street plan to include funding mechanisms and opportunities by the end of 2019 and begin construction on at least one project by the end of 2021. **Not started.**
 - a. **Del Ray** - The city will work property owners to determine development opportunities for public and private uses by the end of 2020. **Process stopped. Awaiting traffic study.**
 - b. **Lotz Road Improvements** will be included in the unimproved street plan.
 5. **Housing Affordability:** The city will work with private and public partners to increase the availability of attainable housing by 20 units, reduce the unhoused population by 20% and increase temporary shelter availability by 75% by the end of 2024.
 - a. **Homeless/Temporary Housing** funding initiatives will be explored to in 2019 to obtain resources to help fund the goal with funds being collected in 2020 and utilized by 2022. **In process. Sales Tax measure on the November ballot, 2019 failed and HB 1406 funds implemented and will take effect 8/1/20.**
 - b. The city will partner with the EDC to complete a **Buildable Lands Inventory** by the end of 2019. **Project completed.**
 - c. The city will partner with other agencies to complete a **Housing Needs Assessment** by the end of 2020. **Project completed.**
 - d. Obtain property and develop infrastructure to support a Cascade Columbia Housing Corporation project. CDBG, WSHFC, and partner agency funds will be pursued as necessary. **In process.**
 - e. Reconsider zoning standards for configuration of ADUs (attached vs unattached) by March, 2019. **Completed May, 2019.**
 6. **Russell Ave Rebuild:** Russell Avenue will be rebuilt from the Waterfront to Vancouver Ave to underground utility lines, improve pedestrian safety and enhance the experience by installing landscaping with **irrigation** to include **trees and planter boxes, benches and wayfinding signs** and have a completed **maintenance plan** by the end of 2024.
 - a. Phase I of the project, Waterfront to Second Street will be completed by the end of 2019 with minimal impact to the downtown during the peak summer months, pending the acquisition of required easements. **Project substantially complete as of July 3, 2020!**
 - b. Phase 2 of the project, Second Street to Vancouver Ave, will be completed by 2024 and tie in with the Courthouse Plaza project if funding allows.
 7. **Aggressive Conduit Plan/Undergrounding:**
 - a. The city will revise construction standards and practices by the end of 2021 to require undergrounding of utilities on street projects, develop rationale for variances, discuss reimbursement from utility companies on use of city installed conduit and review the reduction of separation standards for utilities within narrow road corridors. **Not started.**
 - b. The city will proactively install conduit for future use in all open ditches and boring projects.

Stevenson SMART Goals for 2019-2024 Q2 2020 Status Report (cont.)

8. **City Owned Facilities, ROW, Roads and Streets Continued Maintenance/Improvements:** the city will be a leader in aesthetic improvements and maintain facilities, property and Rights of Way.
 - a. **Landscaping** – The city will create a plan for landscaping and maintenance for city property and rights of way, which may include agreements with adjacent property owners, by the end of 2020. **Not started.**
 - b. Fill hole in front of high school and vegetate with trample-resistant, maroon and/or blue plantings that can survive without water by November 30, 2018. **Completed.**
 - c. Trim/Remove damage to all remaining city trees caused by the 2017 ice storms by March, 2019. **Completed.**
 - d. Replace dead plants from the Lodge Trail, Cascade Avenue and Kanaka Creek Road projects by March, 2020. **Completed.**
9. **Collaborative Meetings:** Set up a meeting for twice a year with elected representatives from the PUD, County, School District, EMS, City Council to begin in 2019. **One meeting held in 2019.**
10. **Exploring Industrial Sites:** Apply for a CERB grant to evaluate the feasibility of additional industrial sites away from the Waterfront by the end of 2019. **In process.**
11. **Broadband**
 - a. The city will work with the Broadband Action Team to complete the Broadband Strategic Plan by the end of 2019. **Project on hold/no additional work done.**
 - b. The city will work with regional, state and federal agencies for funding and advisory roles to facilitate the completion and implementation of the Strategic Broadband Plan starting in 2020. **Not started.**
12. **Waterfront Development-**The City will work with the Port of Skamania to develop a waterfront development plan by the end of 2021. **Not started.**
13. **City Property Security** - The city will evaluate security needs at all city facilities and begin implementing security enhancements in 2019. **Initial needs evaluation completed.**
Implementation not started nor included in 2020 budget.
14. **Water System Continued Maintenance**
 - a. **SMART Meter Completion** – Select and install smart meters and begin monthly excess water usage charging by the end of 2019. **Commerce Grant signed and project substantially complete.**
 - b. **Replace** most of the failing **AC Pipes**, about 30% of the city waterlines, by 2030. **Will continue to apply for funding to replace AC waterlines.**
15. **Parks Plan** Develop a park plan to include maintenance of current parks and standards by the end of 2020. **Not started.**
 - a. **Pebble Beach/Slaughterhouse Point Trail** – Work with the Port of Skamania to develop the trail to link with the trail network throughout town by the end of 2024.
 - b. **Wayfinding Waterfront-Rock Creek** – Install wayfinding signage along the waterfront and Rock Creek by the end of 2021.
 - c. **Parks and Rec District** – Develop committee to research and evaluate interest for a park and recreation district by the end of 2020. Determine a way forward go/no go by 2021. **Impacted by ballot measure for a Metropolitan Park District for the Stevenson Pool.**

Stevenson SMART Goals for 2019-2024 Q2 2020 Status Report (cont.)

- d. **Courthouse Plaza Agreement** – Work with Skamania County and Stevenson Downtown Association to develop an agreement for maintenance and park management by the end of 2019 or before construction begins. **Not started.**
- 16. Improve Financial Software System** Research new software options and ways to maximize current software with a recommendation to council on whether or not to change systems by the end of 2019. **Contracted with BIAS Software and implementation completed in 2019. Permitting module implementation in process.**
- 17. Develop Deliberate Growth Strategy** by the end of 2020. **Not started.**
- 18. Partner with School District on Workforce Education Development** by the end of 2021. **Not started.**
- 19. Road Diet** – Study, review and revised road standards to reduce required rights of way for street development by the end of 2020. **Completed April, 2019.**
- 20. Communication Plan** – Include a communication plan for projects going forward and ensure it includes multiple medias-newspaper, website, Facebook, flyers, etc. **City created a Facebook page for continued communications regarding projects such as Russell Avenue and ongoing outreach to the community regarding COVID-19 and other city news.**
- 21. Develop Youth Leadership Process** to include honorary student councilmembers by the end of 2020. **Not started.**
- 22. Internship Program** –Annually reach out to universities and the high school regarding internship opportunities to work on projects that further the goals of the city. **Not started.**
- 23. Post Office/Home Delivery** – Work with the post office to evaluate the options for expansion of home delivery and possible relocation of the post office by the end of 2024. **Not started.**
- 24. Remodel City Hall** – remove surplus items by the end of 2019, reduce and organize city records by the end of 2022 to optimize the usable space for a remodel of city hall by the end of 2024. **Surplussed items removed. Remaining goal started and is being worked on as time allows.**
- 25. Work with the Stevenson Downtown Association, Stevenson Business Association, and Skamania Economic Development Council to Create a Guide for Businesses/Outside Resource** by the end of 2021. **Not started.**

Stevenson, Washington

GOAL SETTING

A Preparation Packet For July 2020 Session



City of Stevenson
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"Any fool can lay out a five-year plan, but it takes a person of rare ability to hop from crisis to crisis."

Anonymous

Notes to Readers

INTRODUCTION

This packet has been developed to help you prepare for the upcoming goal-setting session your council has scheduled. In the firm belief that the more time you spend "ahead of time, the less you will spend at the time," this packet encourages you to complete several quick exercises in the way of "homework." Much of the material in the packet is to stimulate your best thinking about the condition of the city and its future. Read each of the pages and complete the suggested exercises. Return them to the city administrator as soon as they are finished and well ahead of the scheduled session. Staff will use the information to prepare for the session and to prepare various posters and displays to be used during the session.

WHAT CAN YOU EXPECT IN A GOAL-SETTING SESSION?

The technique and processes used in this goal-setting approach are simple, straightforward, and to the point. Provided the homework packets are completed and returned to the collection point on time, when you enter the goal-setting session, you will find already posted and ready for processing, the summarized results of the collective homework packets of each of the council members. There are several steps involved in the goal-setting process.

STEP 1: DISCUSS LONG-RANGE ISSUES

Participants will review and discuss the long-range issues the city will be facing (see page 5).

STEP 2: DISCUSS POSSIBLE GOALS

Participation will consist of a review of the posted goals to ensure that each participant understands clearly, what the statement means.

STEP 3 GROUP GOALS BY TOPIC

The group begins the process of clustering various goal statements into logical groupings under appropriate headings (e.g., Economic Development, Downtown Redevelopment, Tourism, etc.). This step is the lengthiest portion of the goal-setting process, because as the clustering process is taking place, the individual goals are edited, analyzed, and often rewritten to meet the needs of the group.

STEP 4: PRIORITIZE GOALS

During this step, resource points are distributed among the various goals and objectives to represent the collective sense of priority of the council as a whole. Without this step, the goal-setting process is useless to those who are responsible for carrying out the policies of the council.

HOW CAN YOU HELP MAKE THE GOAL-SETTING SESSION MOST EFFECTIVE?

There are several things you can do to help make the session a productive one. First, complete the homework packet and turn it in well ahead of time. Second, come to the session prepared to listen, discuss, and make commitments and decisions for the city. And third, come to the session with the understanding that probably not all of your goals will be the same or of the same priority as those of others on the council, and that to be effective, the final goals must represent the needs of the city and of the whole council.

Therefore, be prepared to negotiate, compromise, and work for solutions and goals that are the best for all parties involved. Finally, be prepared for some hard work, some fun, and, when it is all over, the satisfaction of knowing you've done something productive and really important for your city.

Looking Back

1. Review the goals you set last year. Using a scale from 1 - 10, assign a rating of how successful you believe you as a council were in accomplishing each of the goals.

1 ----- 10
Totally Unsuccessful Totally Successful

2. When you have finished rating each of last year's goals, analyze the reason for the varying degrees of success and failure that your ratings represent.

For those goals receiving a high rating, try to determine what events, circumstances and conditions helped in the achievement of these good results.

For those with low ratings, identify the events, circumstances and conditions that prevented the council and city from successfully accomplishing the goal.

Are any patterns apparent in your analysis?

Were your goals too unrealistic?

Did you set goals that were high enough?

Are you able to accurately assess how well you really did with respect to goal accomplishment?

Did you have too many goals for the resources and time? Too Few?

3. Based upon this analysis and upon your experience with goal-setting, both as a specific activity and as a management tool for the city over the last year, what suggestions and recommendations do you have that will help make the goal-setting process more effective for this next year? Include your suggestions with those on page 9.

Gathering Information

Before going any further in preparing for the goal-setting session, gather some information. Talk to people. Talk to...

Business People	Homemakers	Students
Lawyers	Doctors	Plumbers
Teachers	Retirees	Kids
People on the Street	Waiters	Cooks
Mechanics	Laborers	City Employees
Department Heads	Truck Drivers	Special Interest Groups
Church Officials	Grocers	Newcomers
People Who Haven't Voted in Five Years		

Ask about their concerns, their ideas, their solutions and goals. Talk to people you don't normally talk to. Talk to people about their city and what they think you, as an individual councilor, and you as a city council together should be doing.

Review the events of last year, the goals established and the achievements actually attained. Develop a feel for the relative expenditures necessary for goal achievement. Consider:

The time involved.

The personnel resources required.

The money required.

The projects that did not get done because of higher priority projects.

The time, resources, and money necessary to maintain the advances of last year.

The unforeseen events that transpired which caused you to be less effective than you would have liked.

Look to the future. What events or circumstances are likely to come along during this next goal cycle to upset the best of intentions? What must you be prepared for?

Down the Road

Using your knowledge of the city and your feelings for its long-range future, speculate as to the major issues the city will have to address during the next 5, 10, 20 years. Identify several of them. List them below, and tell how you think the city should begin preparing to deal with them.

1.

2.

3.

4.

5.

6.

"ONE SHOULD NOT PLAN VAST PROJECTS WITH HALF-VAST IDEAS."

Anonymous

Criteria for Effective Goals

"THE BEST CRITERIA OF A GOAL IS THIS: IS IT USEFUL?"

SPECIFICITY: General goals are less useful than specific ones because specific ones imply next steps.

PERFORMANCE: Performance or action-oriented goals are more effective in guiding staff in what to do than are non-performance goals. Do not confuse statements as goal-statements. Goal-statements lead to action, whereas statements, positions, or beliefs may only describe a condition.

INVOLVEMENT: Goal statements should identify who is to be involved in goal accomplishment and to what extent.

REALISM: Each goal must be realistically attainable.

OBSERVABILITY: Goal statements must be written so that an observer will be able to tell when and whether or not the goal is being accomplished. The more observable the goal, the easier it is to judge effectiveness.

The 10 Most Important Goals

I Think We Should Pursue This Next Year

Based upon your experiences last year, your beliefs and perceptions about the future of the city, and the ideas and concerns you have generated in working through this booklet, list the ten top goals you would like to see addressed this next year. You do not need to prioritize them. Write your goal statements with the "criteria for effective goals in mind."

1.

2.

3.

4.

5.

6.

7.

8.

9.

10.

The Effective City Council

- maintains a clear and cooperatively established set of goals;
- encourages open, two-way communication between one another;
- respects the knowledge, skills, and special interests of each other;
- handles dissent, conflict, and controversy in a positive, constructive, and professional manner;
- recognizes and acts upon the importance of presenting a solid unity after decisions have been made, even though individuals might have voted and lobbied for a different decision prior to a vote;
- understands that the council is only effective as a single unit;
- recognizes that councilors have different constituencies and beliefs, and that each represents a legitimate part of the community - no more and no less than any other councilor;
- recognizes the differences between arguing and problem-solving;
- does not personalize issues and decisions; and
- understands that one is seldom going to have all decisions go the way one wants, and accepts and works positively within that framework.

"OFTEN, WHEN DEMOCRACY IS WORKING AT ITS BEST,
EVERYONE IS JUST A LITTLE DISSATISFIED."

Working Together

What ideas do you have about becoming a more effective council? What are some goals you think the council as a group should set for itself in order to become a more effective body? Use your past experience, your perceptions of council functioning, and the information generated by working through this booklet to develop your ideas. List them on this sheet.