

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.

Financial Health

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

- **Vision of financial health balanced with Community diversity & strength**
- **Concise, good communication around financial health**
- **Long- term financial planning / budgeting for future**
 - Policies in place to support fiscal responsibility
 - Prudent money management
 - Paying with cash on hand rather than with loans or grants
 - Balancing expenses for operations, capital improvement and reserve
 - Adequate reserves to cover future costs
 - Prioritize to spending to weigh opportunity costs on capital projects
 - Considering investment to include equipment, labor, and materials
 - Sustainable / diverse funding
 - Without overburden today or tomorrow
 - 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
- **Investing in the city today / improves the future**
 - Short term to long term
 - Equitability of impact
- **Operations**
 - Prudent money management
 - Maximize cost with benefit on operations spending
 - Consider internal vs. external execution of projects

- Personnel - employee subject matter experts commensurate with compensation; includes leveraging consults for outside expertise

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..?

A vision of a city that provides reliable, safe, affordable, accessible / equitable infrastructure and services

- Consider customer rates and how rates support reliable services
- Proactive maintenance of existing infrastructure

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
- Balance staff time with interest rates / funding support

Prioritization

Governance - Council Rules of Procedure

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

Governance

- Authority of the Council exists when meeting in a convened Council meeting (Body of the Council)
- Understanding roles and responsibilities (Mayor, Council & staff)
- United front supporting Council decisions (& each other)
- Create the decision / policy; support the decision / policy
- Adhering to policy

Characteristics

- Integrity / Ethics (following code of behavior)
- Forming and accepting consensus
- Agree to disagree
- Processing moral and civic values
- Recognize competing interests
- Be cognizant of community needs and serve them

Communication

- Effective at all levels (to all audiences)
- Public communications (both ways)
- Accurate and consistent with Council

Internal Processes

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

- Policies - council (what), procedures - staff (how) and guidelines
 - Clarity of roles and responsibilities - why & how
 - Policy driven internal processes (includes policy documents)
- Clarity around: Policy process and implementation
- Performance metrics in place to evaluate efficacy

Policy documents

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