



Strategic Planning Recalibration Survey Compilation

City of Stevenson

March 2024

City of Stevenson Strategic Planning Survey

PRIORITIES. What are the top three priorities that the City of Stevenson should focus on as an entity in the next 2 years?

1. Infrastructure – 5
2. Affordable Housing – 3
3. Process Improvement – 3

STRENGTHS: What are the top three strengths of the City of Stevenson?

Strengths are internal to the organization and include organizational capabilities, skills, resources, reputation, and recent successes.

1. Staff / Commitment to Excellence – 9
2. Vibrant Downtown – 3
3. Vision / Strategic Direction – 3

WEAKNESSES: What are the top three weaknesses of the City of Stevenson?

Weaknesses are also internal and are current organizational weaknesses, difficulties, gaps, shortcomings, issues, etc.

1. Communication / PR – 4
2. Aging Infrastructure – 3
3. Capacity / Focus on Priorities – 3

For the prior question (#3), do you have any specific recommendations for how to address these weaknesses?

- I believe the problems identified in #3 are due to an inability of the top management to properly perform their duties. I believe we need new leadership in two of the three top positions (City Manager and City Planner).
- Explore ways to increase/encourage inventory Encourage education diversity Continue to invest in infrastructure
- Appreciative inquiry. Asking him to always articulate his position, to say the quiet parts out loud, to show what’s underneath the front.
- Fast track GIS training for asset location / urgent needs Utilize some of the Sewer Committee recommendations.
- More regular communications on projects and topics the city is working on through the newspaper, Facebook, or quarterly flyers.
- Prioritize affordable housing, communicate more clearly and directly to residents what the city is doing
- Focus on PR, hiring outside firm to develop marketing and branding tools

OPPORTUNITIES: What are the top three opportunities for the City of Stevenson?

Opportunities are external and could be initiatives that benefit the organization, solve problems, or create new programs or services.

1. Partnerships / Collaboration – 5
2. Infrastructure – 3
3. Funding – 3

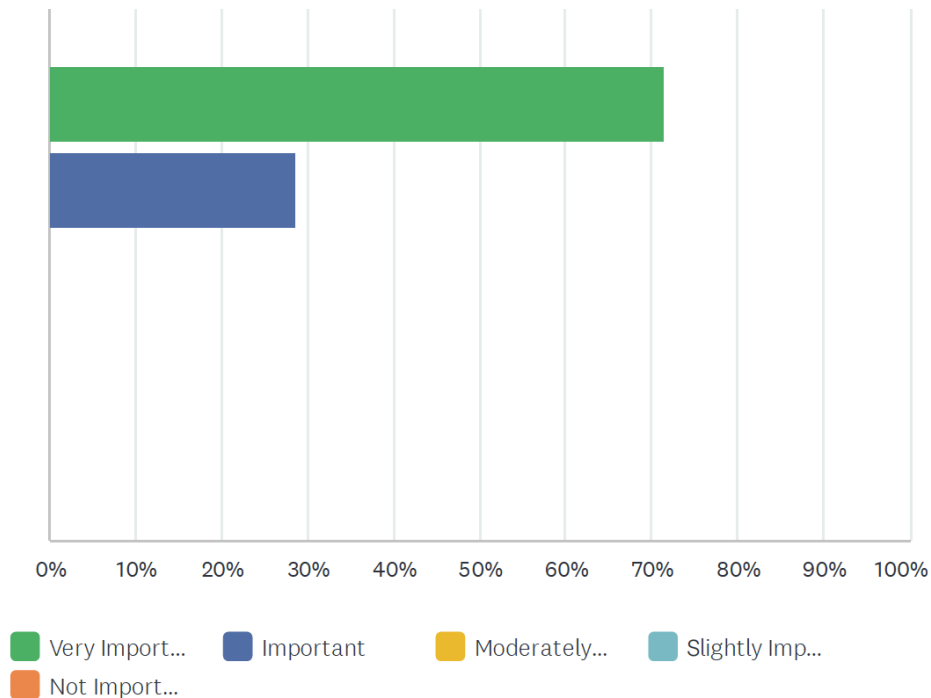
THREATS: What are the top three threats to the City of Stevenson?

Threats are also external and are possible developments in the near future that could impede, undermine, or even end the organization.

1. Economy – 6
2. Natural Disaster – 5

Focus Area I: Organizational Health and Sustainability

With the above-stated Focus Area in mind, please rate the importance of this *Strategy I* in the next 24 months: **Governance**

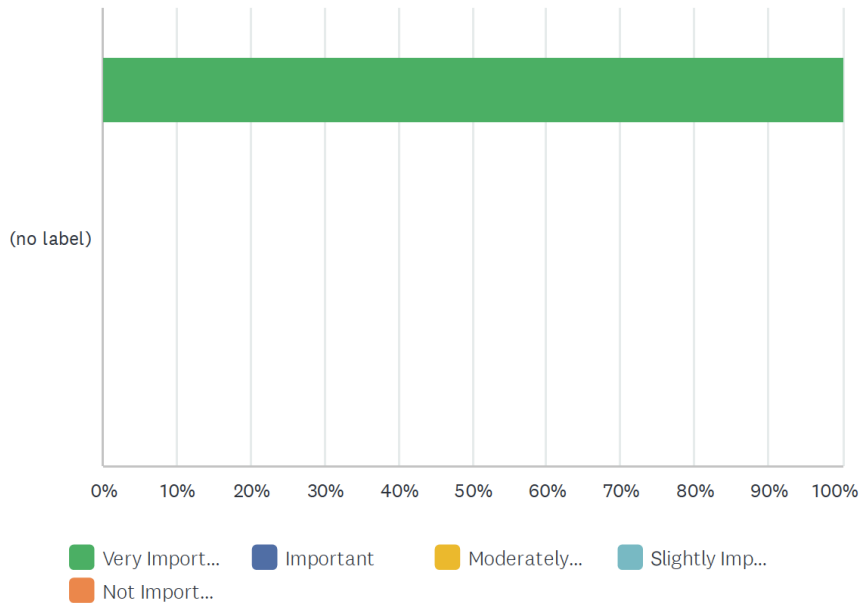


Comments

- We do not have a healthy organization at this time that has the trust of the majority of City residents.
- Allow the City manager to manage the affairs of the City. The Council should not dictate to the Manager on how to run the staff, this is micromanagement and is not workable nor in the purview of the Council. The Council enacts resolutions/ordinances and the Mayor/Manager ensure the day to day operations are run in an efficient manner.

Focus Area I: Organizational Health and Sustainability

With the above-stated Focus Area in mind, please rate the importance of this *Strategy II* in the next 24 months: **Financial Health**

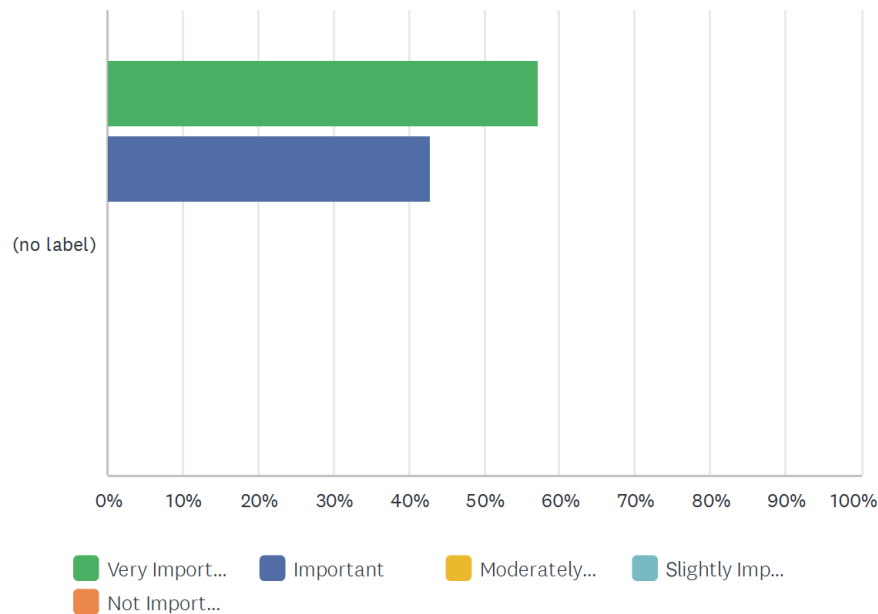


Comments

- As a City we are not spending all of our tax dollars wisely. For example, we spend way too much money on outside studies that then end up on a shelf. The Courthouse Plaza is a perfect example of this. So is the First Street Overlook Project (not supported by the majority of residents). Earmarking large amounts of money to pave driveways that people don't want paved, just because they are technically listed as "gravel" streets, is another example.
- Council needs a better understanding of revenue sources and how they affect expenditures. Grants, loans, end dates, what \$\$ can be used for, City assets (timber), and how all this plays out for the short term, and long term and can we somehow leverage these sources to reduce the economic impact on our citizens?

Focus Area I: Organizational Health and Sustainability

With the above-stated Focus Area in mind, please rate the importance of this *Strategy III* in the next 24 months: **Internal Processes**

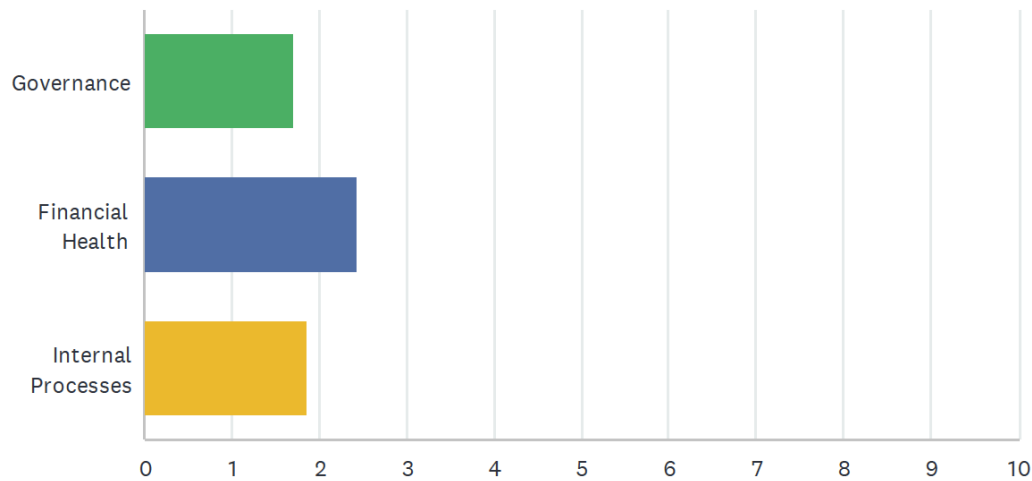


Comments

- I have heard many complaints about City Departments over the years; mainly dealing with the Planning Department. We need wholesale change in how all functions within this department operate.
- Efficient day to day operations are crucial to the overall effectiveness of the City. We should be providing those resources that allow staff to operate in the most efficient manner possible.

Focus Area I: Organizational Health and Sustainability

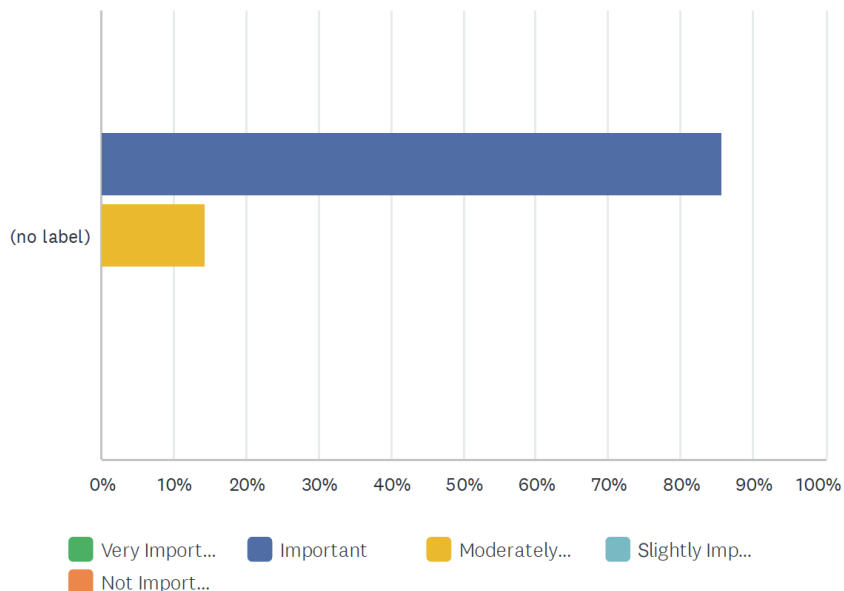
Please rank the following Strategies in order of importance relative to the **Focus Area I**. (1 being the most important, 3 being the least important)



	1	2	3	TOTAL	SCORE
Governance	14.29% 1	42.86% 3	42.86% 3	7	1.71
Financial Health	57.14% 4	28.57% 2	14.29% 1	7	2.43
Internal Processes	28.57% 2	28.57% 2	42.86% 3	7	1.86

Focus Area II: Infrastructure

With the above-stated Focus Area in mind, please rate the importance of this *Strategy I* in the next 24 months: **Equipment & Assets**

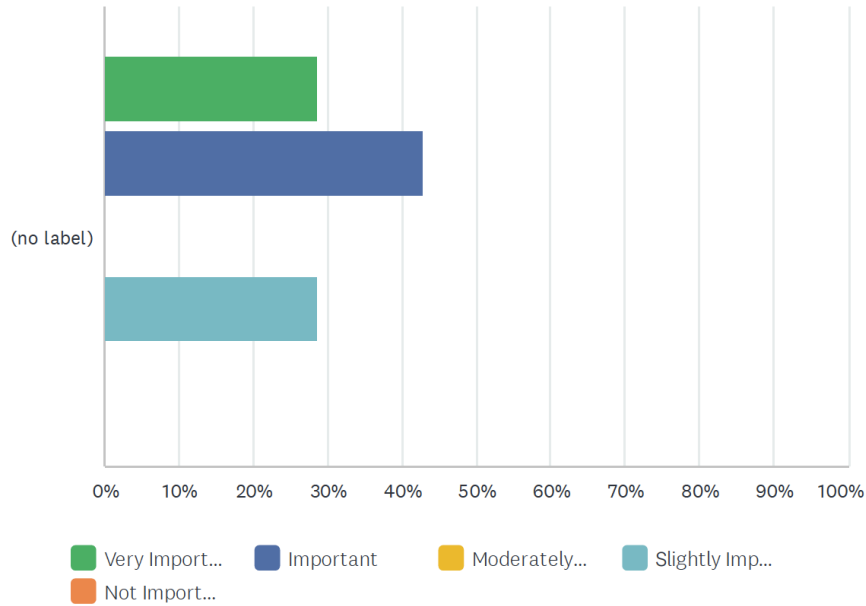


Comments

- This may come down to what we can afford.
- It is imperative that we utilize our resources in the most efficient way possible, keeping in mind that we do not have a “cash cow” for expenses. We need to tighten our belt so to speak and really scrutinize our expenditures in the coming 24 months.

Focus Area II: Infrastructure

With the above-stated Focus Area in mind, please rate the importance of this *Strategy II* in the next 24 months: **Multimodal Transportation**

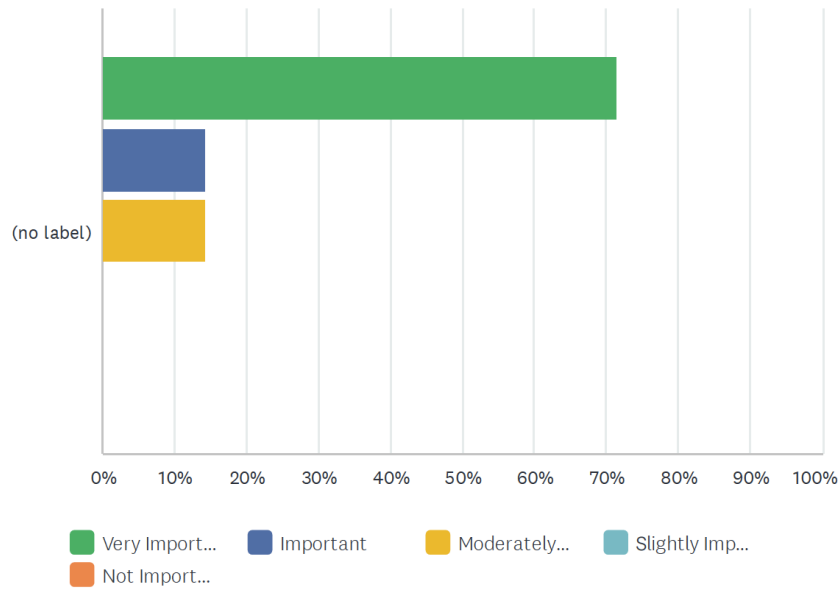


Comments

- The traffic flow/pedestrian safety issue is very critical at this time. We need to discuss options for better pedestrian safety, especially in the late afternoon/early evening hours as the sun is setting. Possibly flashing pedestrian signage, lower speed limit....

Focus Area II: Infrastructure

With the above-stated Focus Area in mind, please rate the importance of this *Strategy III* in the next 24 months: **Utilities (Maintenance of Current & New Growth)**

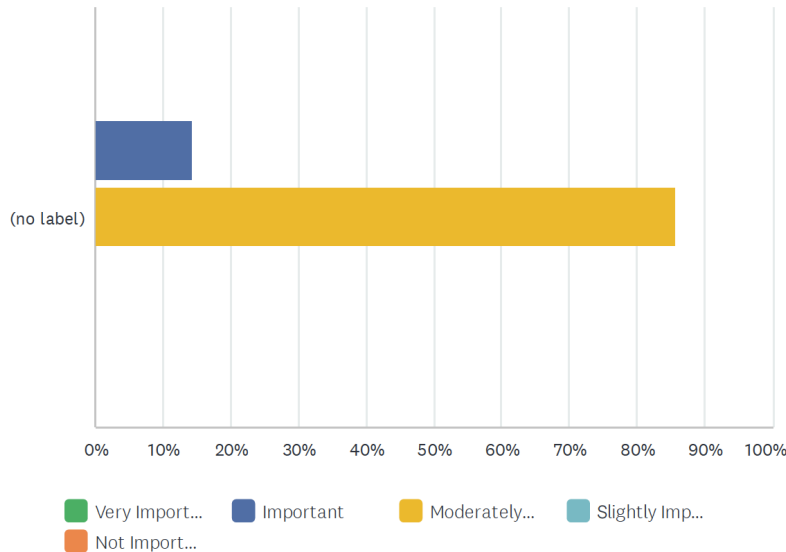


Comments

- I rely heavily upon the expertise of our Planning Commission. Our expansion of our infrastructure to the City limits is crucial for control of growth in the City.

Focus Area III: Infrastructure

With the above-stated Focus Area in mind, please rate the importance of this *Strategy IV* in the next 24 months: **Parks and Outdoor Spaces**

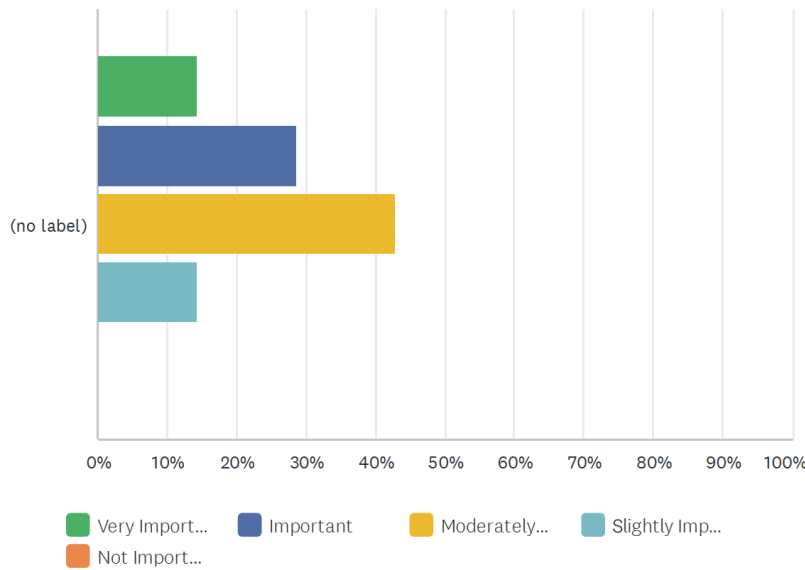


Comments

- The City has done a poor job of maintaining the few parks it already owns. Fortunately we have many natural outdoor spaces to enjoy all up and down the gorge.
- We are on the right path with our new parks plan, maybe include something for the Youth, such as a skate park/basketball area in the Gropper Park area by the High School.
- Do not want to lose momentum with Parks Plan and efforts to partner with other agencies and organizations in the community

Focus Area III: Infrastructure

With the above-stated Focus Area in mind, please rate the importance of this *Strategy V* in the next 24 months: **Developments with Utilities Partners (gas, electric, broadband, phone)**

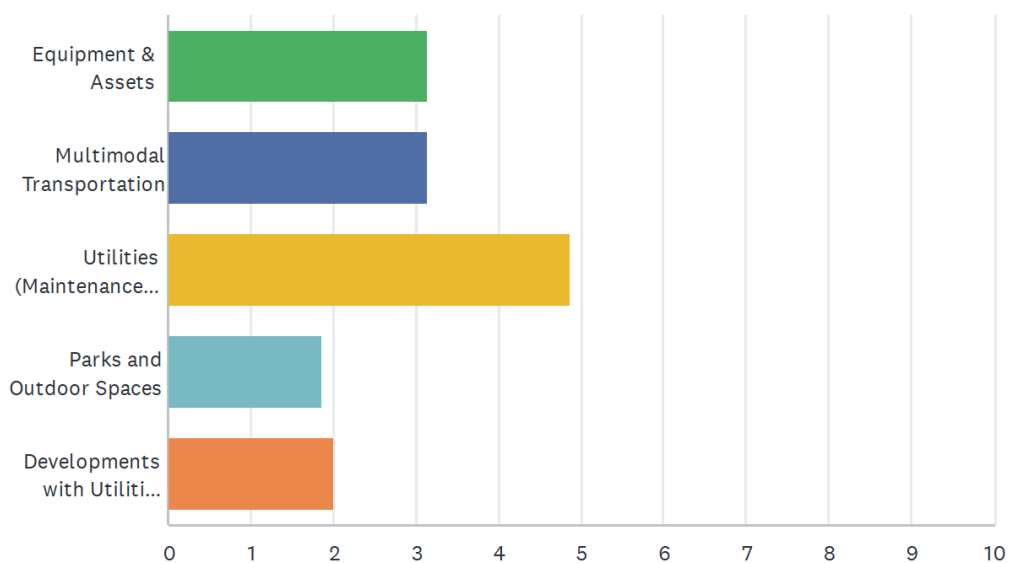


Comments

- Fortunately our utility partners provide this service, alleviating the need for the City to do so.
- I would like to see more collaboration between agencies, especially face to face meetings on ideas about where the different agencies are headed with upcoming projects. Sharing of information is crucial to the overall planning of the future of the City.

Focus Area II: Infrastructure

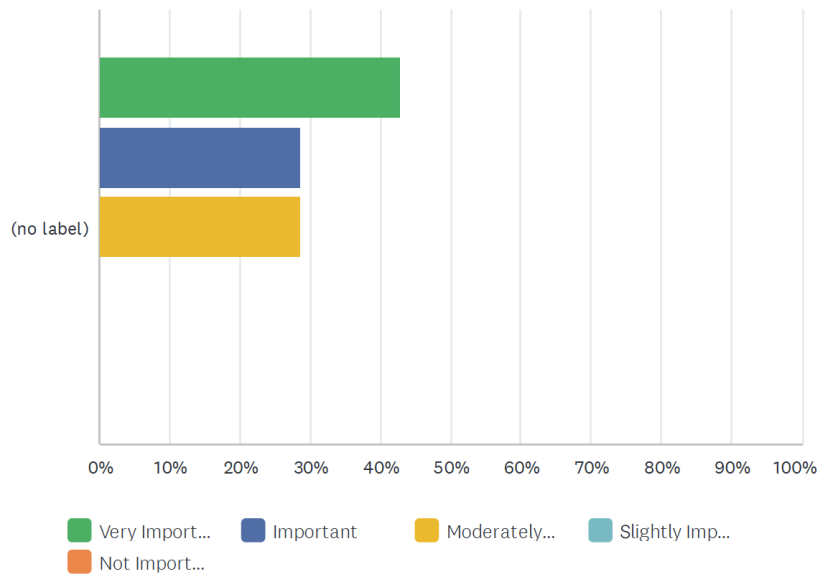
Please rank the following Strategies in order of importance relative to the **Focus Area II: Infrastructure**. (1 being the most important, 5 being the least important)



	1	2	3	4	5	TOTAL	SCORE
Equipment & Assets	0.00% 0	42.86% 3	28.57% 2	28.57% 2	0.00% 0	7	3.14
Multimodal Transportation	14.29% 1	28.57% 2	28.57% 2	14.29% 1	14.29% 1	7	3.14
Utilities (Maintenance of Current & New Growth)	85.71% 6	14.29% 1	0.00% 0	0.00% 0	0.00% 0	7	4.86
Parks and Outdoor Spaces	0.00% 0	0.00% 0	14.29% 1	57.14% 4	28.57% 2	7	1.86
Developments with Utilities Partners (gas, electric, broadband, phone)	0.00% 0	14.29% 1	28.57% 2	0.00% 0	57.14% 4	7	2.00

Focus Area III: Intentional Development

With the above-stated Focus Area in mind, please rate the importance of this *Strategy I* in the next 24 months: **Partnerships**

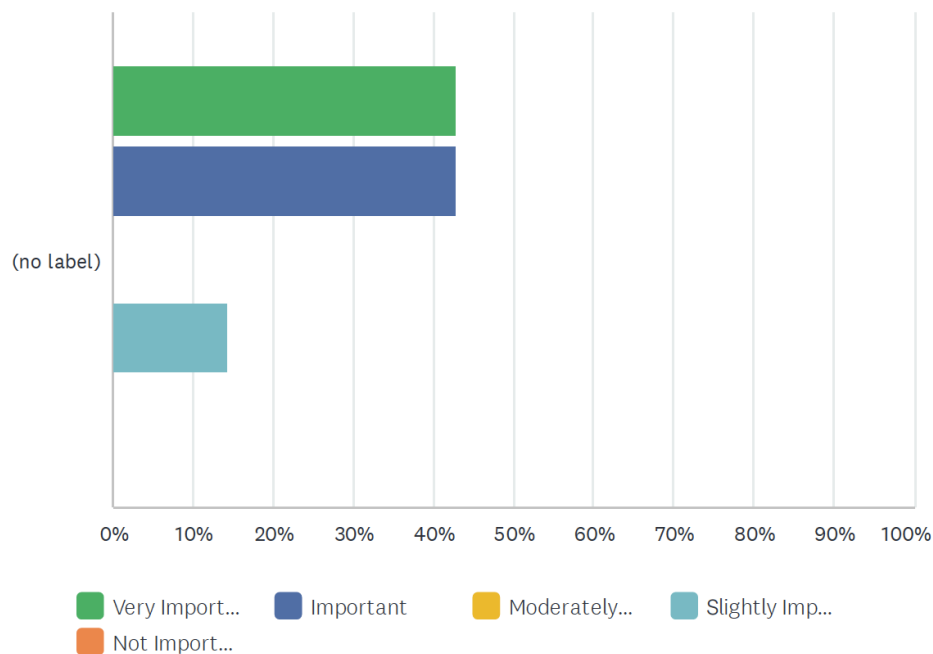


Comments

- We need to rebuild trust with our partners at the School District, the Port, and the County.
- Partnership collaboration both from a fiscal standpoint and from an infrastructure standpoint would greatly benefit the City with the ability to gain insight into the many complex issues a particular project may present.

Focus Area I: Intentional Development

With the above-stated Focus Area in mind, please rate the importance of this *Strategy II* in the next 24 months: **Housing**

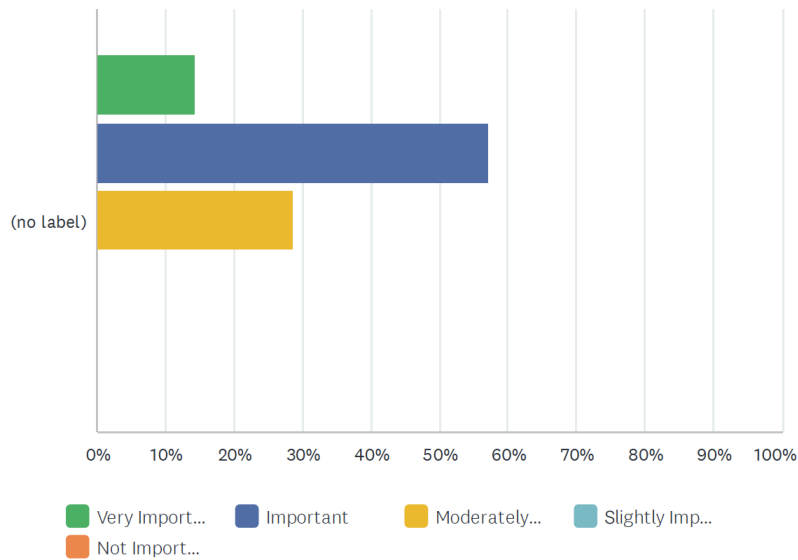


Comments

- Housing, especially affordable housing, is a hot topic. Finding a balance between funding sources, developer incentives, etc need to be discussed.
- Doesn't feel there is much the City is able to do to assist this goal moving forward. Should develop what success looks like.

Focus Area III: Intentional Development

With the above-stated Focus Area in mind, please rate the importance of this *Strategy III* in the next 24 months: **Planning and Zoning**

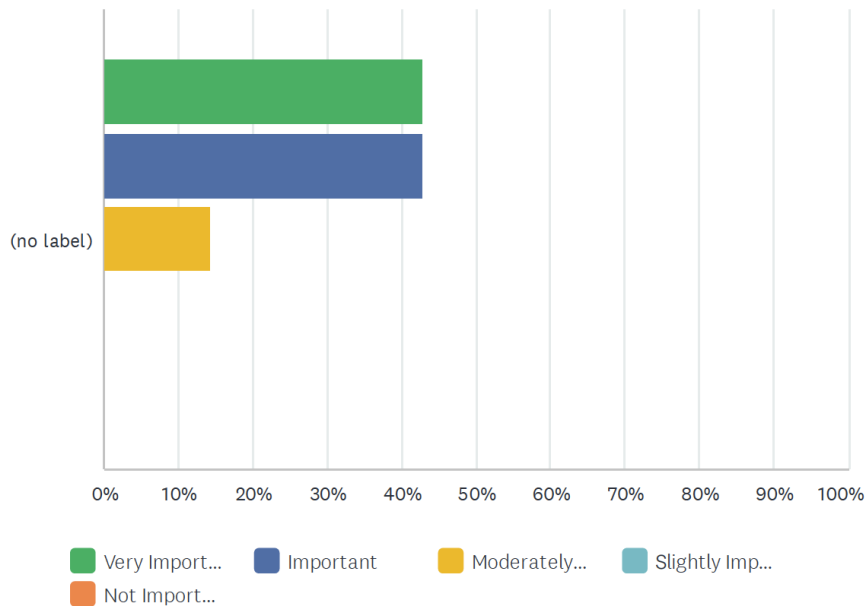


Comments

- We might be better off if we turned all Planning functions over to the County. As far as zoning, the City doesn't have a good track record with figuring out what zones should be where.
- I really appreciate all the work that our Planner does to move us forward as we continue to grow in our little community. He really gives very credible counsel to our Planning Commission and the City Council on land use issues we are facing.

Focus Area III: Intentional Development

With the above-stated Focus Area in mind, please rate the importance of this *Strategy IV* in the next 24 months: **Strategic Land Use & Development**

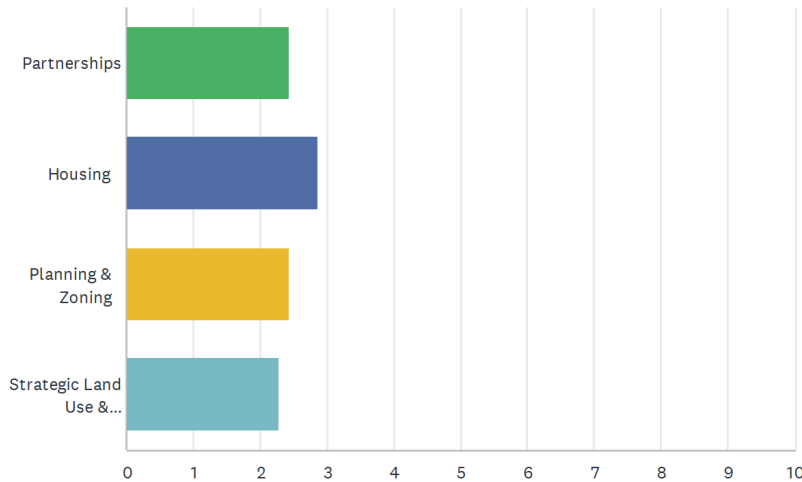


Comments

- Again, I rely heavily upon our Planning Commission to do our "heavy work". Especially as we are looking at affordable housing, and other land use issues, and how it impacts our overall development strategies.

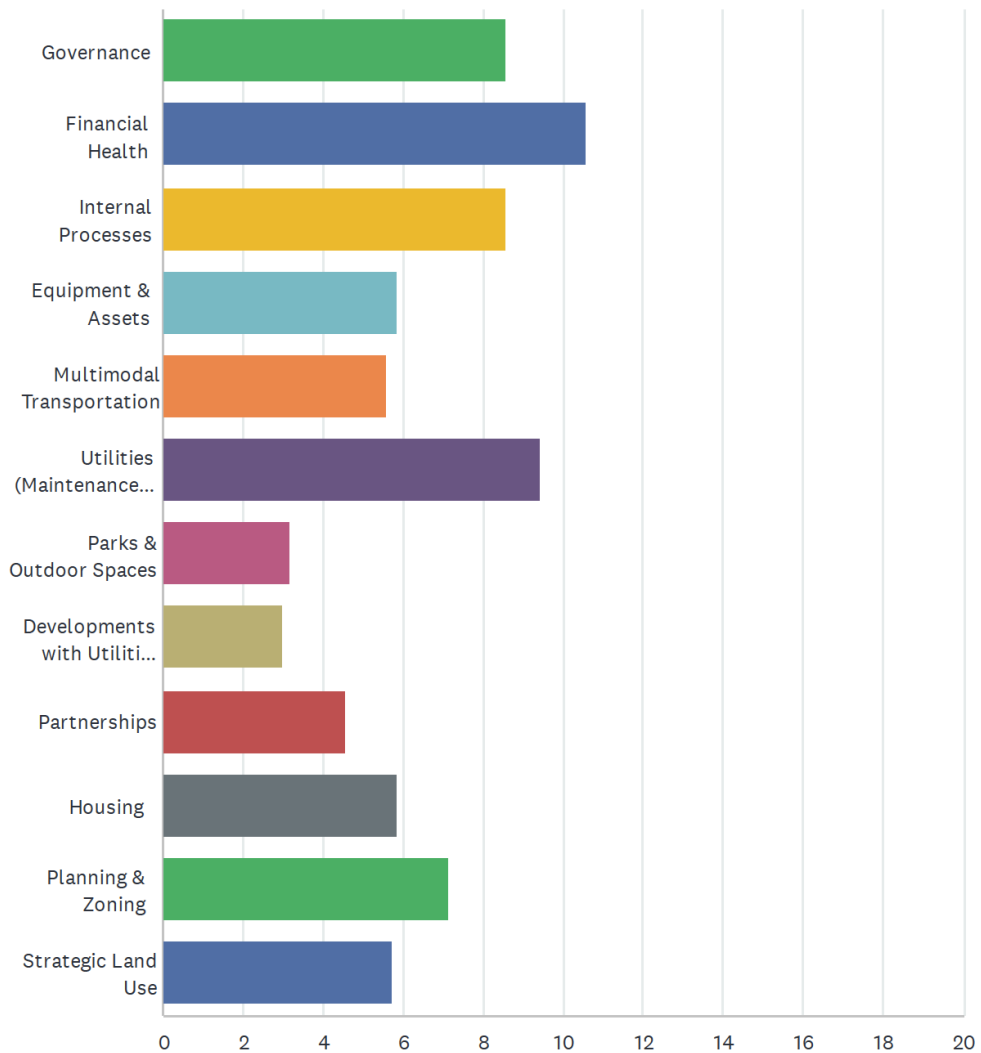
Focus Area III: Intentional Development

Please rank the following Strategies in order of importance relative to the **Focus Area III**. (1 being the most important, 4 being the least important)



	1	2	3	4	TOTAL	SCORE
Partnerships	28.57% 2	14.29% 1	28.57% 2	28.57% 2	7	2.43
Housing	28.57% 2	42.86% 3	14.29% 1	14.29% 1	7	2.86
Planning & Zoning	14.29% 1	28.57% 2	42.86% 3	14.29% 1	7	2.43
Strategic Land Use & Development	28.57% 2	14.29% 1	14.29% 1	42.86% 3	7	2.29

Please rank all of the Strategies in order of importance. (1 being the most important, 12 being the least important)



	1	2	3	4	5	6	7	8	9	10	11
Governance	0.00% 0	28.57% 2	28.57% 2	0.00% 0	28.57% 2	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1
Financial Health	42.86% 3	14.29% 1	28.57% 2	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Internal Processes	14.29% 1	14.29% 1	0.00% 0	42.86% 3	0.00% 0	0.00% 0	14.29% 1	0.00% 0	14.29% 1	0.00% 0	0.00% 0
Equipment & Assets	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	0.00% 0	28.57% 2	14.29% 1	0.00% 0	14.29% 1	14.29% 1
Multimodal Transportation	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	14.29% 1	28.57% 2	28.57% 2	0.00% 0	0.00% 0	14.29% 1
Utilities (Maintenance of Current & New Growth)	14.29% 1	28.57% 2	0.00% 0	14.29% 1	28.57% 2	14.29% 1	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0
Parks & Outdoor Spaces	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	14.29% 1	42.86% 3	14.29% 1	0.00% 0
Developments with Utilities Partners (gas, electric, broadband, phone)	0.00% 0	0.00% 0	0.00% 0	0.00% 0	0.00% 0	28.57% 2	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0
Partnerships	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	42.86% 3	14.29% 1	0.00% 0	28.57% 2
Housing	14.29% 1	0.00% 0	14.29% 1	0.00% 0	0.00% 0	0.00% 0	14.29% 1	0.00% 0	14.29% 1	42.86% 3	0.00% 0
Planning & Zoning	14.29% 1	14.29% 1	0.00% 0	0.00% 0	28.57% 2	0.00% 0	14.29% 1	0.00% 0	0.00% 0	14.29% 1	14.29% 1
Strategic Land Use	0.00% 0	0.00% 0	14.29% 1	14.29% 1	0.00% 0	28.57% 2	0.00% 0	0.00% 0	14.29% 1	0.00% 0	14.29% 1

Please provide any additional comments.

- There is a tension between community desires. They want things to be affordable. There are not enough people to spread costs out so things are affordable. They don't want more people. Things become even less affordable. The community wants things to be more affordable, etc. etc. etc.
- I think it is key that the Council truly understand what revenue sources we have available, how they are impacted by dedicated expenditures, timelines (payment due dates), matching funds, etc. and how we equitably and responsibly attach City expenditures to those sources.

Strategic Planning Prioritization

The initial drafting of the Strategic Plan for the City of Stevenson included a detailed prioritization of strategies and work plan items by Council in order to inform the timeline and resources (staff and budget) for the plan. Below is a comparison of the priorities in 2022 and from the survey conducted in 2024 in order of priority by Strategies.

2022 Strategic Planning Prioritization (Ranked Order of Importance)	2024 Strategic Planning Prioritization (Ranked Order of Importance)
<ol style="list-style-type: none"> 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 	<ol style="list-style-type: none"> 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)