

Vision: Those citizens have now spoke, and their vision for the future is to proudly look out their window, walk down their street, or return for a visit in 2023 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.

Strategic Planning Draft										
		nelin e		Timeline FY 2023		Timeline FY 2024		Timeline FY 2025	Tactics: Action Items ('The How')	Status/Reporting
Focus Area I: Organizational Health and Sustainability Vision of Success:	ý									Status Key: Gray = Not Started Red = Off Track (0-25%) Yellow = Slow Progress (25-50%) Green = On Track (50-90%) Blue = Complete (90-100%)
Strategy I: Governance									Council Training-	. ,
	Χ	Χ							Joint workshop for Informed Consent Training-Scheduled for September 8 with Bleiker Consulting	
		Х	Х						Leadership and self-deception/Arbinger Institute	
			x	x x	х	x x x x	X	x x x	Hold monthly workshops with council to cover a topics for more in-depth discussion and for required trainings such as the Public Records Act and Open Public Meetings Act.	Meeting calendar established for 2023 workshops.
Strategy II: Financial Health									Analyze Current Revenue Sources-	
	Х	Х	х	Х					System Development Charge and Utility Rate restructuring-Contracted with FCS Group, Anticipate final rate changes by mid-2023.	Kick off meeting toook place 2/9/23. SDCs prioritized.
				)	Х				Review development and plan review fees for permits, establish fees for development modification process from engineering standards.	Starts July 2023
Strategy III: Internal Processes									Resources, Training and Tools for Staff	
	х	х	x	x x	X				GIS technology for PW and utilities-Contracted with AWC Consortium and FLO Analytics to migrate data, established ESRI account and obtained iPads for fieldwork.	Data validation ongoing.
	Х	Х							ClearGov budgeting display tool.	Further data validation needed.
	Х	Х							Informed Consent Training-Scheulde for Nov 15-17th. Process is being implemented going forward.	
	х	х	x	x x	X				Asset Management and Work Orders tool optimization and needs evaluation-Cancelled contract with Brightly. Evaluation of other tools has commenced.	Software contract on the February 16th agenda.
	Х	Х	х	x x	х				Evaluate need for additional tools and office equipment and/or office reconfiguration. Contracted with Transform Design Group on office reconfigurations. Will determine path forward by Dec. 1.	Office Closed Fridays to Public. Plans moving forward with cost estimates.
									Emergency Planning-	
									Fire Dept Strategic Plan	Fire Department leading process with consultant
	Х	Х	х	Х			I		Skamania County Hazard Mitigation Plan-Approved at Oct. council meeting. Works needs to take place on incorporating into CIP	Projects need to be incorporated into next CIP update.
				)	Χ				Water/Sewer Emergency Plans	Existing plans to be reviewed and updated.
									Staffing Structure	
	х	Х	X						Evaluate Org Chart and Need for additional staffing: Create Job description (revise Personnel Policy), review/determine salary scale, include in 2023 budget, and hire in 2023Salary range determined and included in 2023 budget.	Personnel Policy and Salary updated on Dec. 15th. Tiffany Anderson starts 2/13/23

Focus Area II: Infrastructure										
Strategy I: Equipment and Assets			Н			TIT			Fire Hall-	
									Finalize Design and Cost (public outreach/engagement?)	Timeline will not be determined until Strategic Plan completed.
									Establish funding stream and line up financing	Timeline not determined until Plan completed.
									Bid and build project	Timeline not determined until funding, etc. completed.
Strategy II: Multimodal transportation									Parking-	
outlegy in Martinesar transportation	X	Х	Х						Establish Fee In-Lieu Program	Workshoped with council on 2/9/23
	Х	Х	X						Modify parking regulations (loading zones, restricted parking, time limits, etc.)	Workshoped with council on 2/9/23
				х х					SRTS walking routes-spring/summer 2023	Spring/Summer 2023
									Establish Parking Improvement Plan	Timeline determined on fee in-lieu program decisions.
Strategy III: Utilities (Maintenance of Current & New Growth)									Current Maintenance-	
	х	Х	х	хх	х				Identify, Plan and Prioritize deferred maintenance (links up with Asset Management/Work Order tools and revenue sources)	Combined with Asset Management Program selection.
Strategy IV: Parks and Outdoor Space									Parks Plan	
		Х							Apply for RCO Grant (Oct 14-Nov 14)	
			х	хх	х				Hire Consultants and develop Plan in time for March 2024 deadline for RCO Park Plaza grant	Timeline depends on Grant results (Dec 16-Jan 15)
									Dog Park	Depends on Parks Plan Development
									Overall Parks in the city	Depends on Parks Plan Development
									Increase green space	Depends on Parks Plan Development
									Pool	Depends on Parks Plan Development
									Trails	
	Х	Х	Х	Х					Shoreline Public Access Plan as phase 1 (competed by June 2023)	To align with Grant expectations
Strategy V: Developments with Utilities Partners (gas, electric,									Broadband Plan	
broadband, phone)									Obtain grants and hire consultant to develop Plan	Confirming process and partners
									Undergrounding Plan	
						X	Х	X X X	X Obtain consultant to establish a plan with associated cost for implementation in coordination with PUD	Estimated start in fall of 2024
Focus Area III: Intentional Development			Ш.		$\perp \downarrow$					
Strategy I: Partnerships		-							City/County Joint Plan	
									Align zoning and street standards for Urban Growth Boundary	County controls the timeline and process. On hold until new Director is identified at the County level.
									Partnering more on overall public safety	Sheriff's Office representative attending each council meeting. New committee will meet to discuss needs and requests.
									Coordinate with legislative visits and requests	Contact yet to be established.
									Developing Carson Ridge Road (?)	Lead Stakeholder and timeline yet to be identified.
Strategy II: Housing									Analyze and Develop Tools	Lead Statement and amounts for to be racinated.
Strategy II. Housing	-	1	+			+++			Zoning/minimum density requirements	Waiting on workforce housing discussion
									Reduce SDCs	Review taking place with Rate Restructuring
				X	Х				Workforce Housing	PC Will review and discuss in summer 2023
		1	1	^	^	+ + +			Community Land Trust and other tools	Depends on Workforce Housing
									Purchase Property?	Depends on Workforce Housing
Strategy III: Planning and Zoning									Development Standards	3
		Х	Х	хх	Х	+++			Engineering Standards	Kick-off meeting being scheduled.
	Х	Х	Х						Parking requirements (see task)	Depends on fee in-lieu program and regulations
	-	+ -			+ +	+++			Circulation Planning	Dependent upon engineering standards
		1	-			+ + +			Overly flexible	Dependent upon engineering standards
		†	+			+++			Annexations	The state of the s
		Х	X	Х		+++			Policies that support intentional growth, what to require (infrastructure, zoning, etc.)	PC taking on and will be completed mid-2023
Strategy IV: Strategic Land Use Planning and Development		†				+++			Investment Areas (infrastructure)	
	ı	1				1 1 1		Complet	ed-3; On Track-15; Slow Progress-5; Off Track-0; Not Started-22	_1