



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		Timeline FY 2022	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:							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-	
	X	X				Joint workshop for Informed Consent Training-Scheduled for September 8 with Bleiker Consulting	
		X	X			Leadership and self-deception/Arbinger Institute	
			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.	
Strategy II: Financial Health						Analyze Current Revenue Sources-	
	X	X	X	X		System Development Charge and Utility Rate restructuring-Contracted with FCS Group, Anticipate final rate changes by mid-2023.	
				X	X	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	
	X	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.	
	X	X				ClearGov budgeting display tool.	Further data validation needed.
	X	X				Informed Consent Training-Schedule for Nov 15-17th. Process is being implemented going forward.	
	X	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 demos are in process.
	X	X	X	X	X	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 being reviewed and refined.
						Emergency Planning-	
						Fire Dept Strategic Plan	Fire Department leading process with
	X	X	X	X		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.
				X	X	Water/Sewer Emergency Plans	Existing plans to be reviewed and updated.
						Staffing Structure	
	X	X	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 2023.-Salary range determined and included in 2023 budget.	Personnel Policy and Salary updates on Dec. 15th agenda.

Focus Area II: Infrastructure															
Vision of Success:															
Strategy I: Equipment and Assets														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.
Strategy II: Multimodal transportation														Bid and build project	Timeline not determined until funding, etc. completed.
	X	X	X											Parking-	
														Establish Fee In-Lieu Program	To be discussed winter 2023
	X	X	X											Modify parking regulations (loading zones, restricted parking, time limits, etc.)	To be discussed winter 2023
Strategy III: Utilities (Maintenance of Current & New Growth)														SRTS walking routes-spring/summer 2023	Spring/Summer 2023
				X	X	X								Establish Parking Improvement Plan	Timeline determined on fee in-lieu program decisions.
	X	X	X	X	X	X								Current Maintenance-	
														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	
		X												Apply for RCO Grant (Oct 14-Nov 14)	
				X	X	X	X							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
	X	X	X	X										Trails	
Strategy V: Developments with Utilities Partners (gas, electric, broadband, phone)														Shoreline Public Access Plan as phase 1 (completed by June 2023)	To align with Grant expectations
														Broadband Plan	
														Obtain grants and hire consultant to develop Plan	Confirming process and partners
								X	X	X	X	X	Undergrounding Plan		
													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															
Vision of Success:															
Strategy I: Partnerships														City/County Joint Plan	
														Align zoning and street standards for Urban Growth Boundary	County controls the timeline and process.
														Partnering more on overall public safety	New Sheriff starts January 1.
														Coordinate with legislative visits and requests	Contact yet to be established, after newly elected officials take office Jan. 1
Strategy II: Housing														Developing Carson Ridge Road (?)	Lead Stakeholder and timeline yet to be identified.
														Analyze and Develop Tools	
														Zoning/minimum density requirements	Waiting on workforce housing discussion
						X	X							Reduce SDCs	Review taking place with Rate Restructuring
														Workforce Housing	PC Will review and discuss in summer 2023
Strategy III: Planning and Zoning														Community Land Trust and other tools	Depends on Workforce Housing
														Purchase Property?	Depends on Workforce Housing
		X	X	X	X	X								Development Standards	
														Engineering Standards	Consultant selected SOW in process.
	X	X	X											Parking requirements (see task)	Depends on fee in-lieu program and regulations
														Circulation Planning	Dependent upon engineering standards
														Overly flexible....	Dependent upon engineering standards
													Annexations		
	X	X	X										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)	