

DRAFT



The City of *Stillwater*® OKLAHOMA

STRATEGIC PLAN

for 2021–2025

DRAFT to be adopted by Stillwater City Council



OUR MISSION

TO BUILD A VIBRANT COMMUNITY FOR EVERY CITIZEN
THROUGH OUR EFFICIENT SERVICES,
SHARED SPACES, AND SMART PLANNING.

OUR VISION

STILLWATER WILL BE A DYNAMIC, INCLUSIVE COMMUNITY
WITH A SPIRIT OF INNOVATION,
GROWTH, AND OPPORTUNITY.

OUR STANDARDS

CONNECTED
PERFORMANCE-DRIVEN
PROUD
RESPECTFUL
RESPONSIVE
TRUSTWORTHY

The City of
Stillwater[®]
OKLAHOMA

STRATEGIC PLAN FOR 2021–2025

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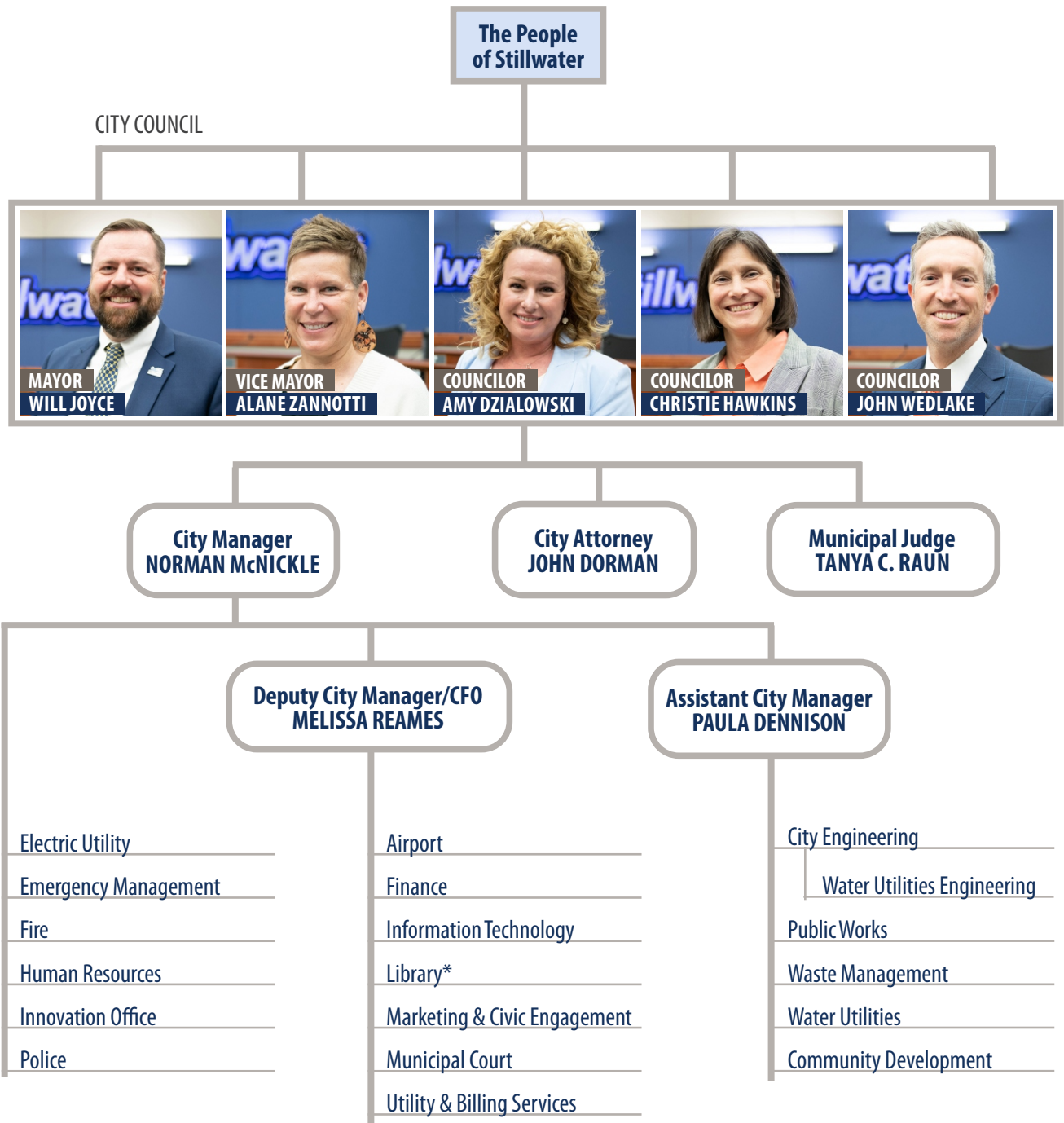
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ORGANIZATIONAL CHART



STRATEGIC PLAN: OVERVIEW

The City of Stillwater's Strategic Plan serves as a road map to guide our community forward.

It was inspired by and developed from, resident's feedback, budgets, financial plans, strategic planning sessions, input from city staff and with strong leadership and direction from City Council.

The plan establishes six broad community priorities. Each priority is assigned three objectives and each objective is met by three specific strategies. Key performance indicators are then selected by residents and department staff to track and showcase data to make sure desired outcomes are being achieved.

This strategic plan is intended to be a dynamic guide for our organization and community. As new objectives are delivered by City Council, strategies can be created and modified to address these new objectives.

DEFINITIONS

PRIORITIES

The six areas that City Council consider to be of highest priority.

OBJECTIVES

Specific, concrete outcomes that are related to each priority.

STRATEGIES

Examples of how we plan to approach each objective. Departments or divisions are responsible for the action items to support the strategies.

KEY PERFORMANCE INDICATOR (KPI)

KPI is a measurable value that demonstrates how effectively an organization is achieving key objectives and strategies. For updated KPI's, please visit <https://stillwater-kpis-stw.hub.arcgis.com>

PLAN UPDATES

The City's Strategic Plan is a five-year rolling plan that is updated annually and adopted by City Council as part of the budget process.

- Plan 2018–2022 developed and adopted February 12, 2018
- Plan 2019–2023 revised and adopted May 20, 2019
- Plan 2020–2024 discussed on March 23, 2020
- Plan 2021–2025 to be adopted by Stillwater City Council

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OUR STANDARDS

CONNECTED

We see an unbroken line connecting the City's mission to our everyday responsibilities and to our desire to deliver high-quality services.

PERFORMANCE-DRIVEN

We are productive, resourceful and adept at addressing issues, problems and resident concerns.

PROUD

We take pride in serving our community by doing high-quality, rewarding work.

RESPECTFUL

We treat others as we expect to be treated – with respect and dignity.

RESPONSIVE

We anticipate the needs of others and follow through in a prompt, positive and professional manner.

TRUSTWORTHY

We trust one another and work to earn the trust of our community.

STRATEGIC PRIORITIES AT A GLANCE

#1 EFFECTIVE SERVICES & ACCOUNTABLE GOVERNMENT

To provide effective services and accountable government for all residents by practicing fiscal responsibility, transparency and outstanding customer service.

#2 MOTIVATED MANAGEMENT

To serve with integrity and demonstrate proactive leadership, motivated management and smart planning skills that focus on results needed to create a better community.

#3 SAFE COMMUNITY

To promote a safe and secure community for all residents through equitable services, enhanced relationships, and responsive care.

#4 CONNECTED SPACES

To develop a strong sense of place that recognizes the interconnectedness of people, buildings and public systems (such as transportation, utilities and parks) that best serve the needs of the public.

#5 UNIQUE CULTURE

To cultivate partnerships that enhance the unique culture of Stillwater with equal access to services and amenities, strong and connected neighborhoods, and a thriving economy and business atmosphere.

#6 ENGAGED & INVESTED RESIDENTS

To encourage participation and an understanding of government through outreach and inclusiveness initiatives that inspire trust, confidence, and ownership in local government.



Strategic Priority #1

EFFECTIVE SERVICES & ACCOUNTABLE GOVERNMENT

To provide effective services and accountable government for all residents by practicing fiscal responsibility, transparency and outstanding customer service.

Objectives

#1.1 Continue to be an accountable, ethical and responsible local government.

Strategies

- 1.1.1 Provide assurance of regulatory and policy compliance to minimize and mitigate risk.
- 1.1.2 Pursue legislative initiatives that preserve and enhance the City's ability to deliver quality and cost-effective services to its residents.
- 1.1.3 Assure sustainability and a positive life cycle cost of initiatives, funding streams, and projects.

AA-

Stillwater
Utility
Authority
Bond
Rating
(2020)

\$885

Expenditures
per Capita

(FY20)

0

Written Audit
Findings

(FY19)

#1.2 Continue to align revenues and expenditures while maintaining appropriate reserve levels.

Strategies

- 1.2.1 Connect the City's strategic plan to the annual budget ensuring the funding for Council initiatives.
- 1.2.2 Reduce redundancies and implement a central purchasing structure.
- 1.2.3 Leverage resources and maximize grants where appropriate.

\$7.7M
**Total Grant
Dollars Awarded**

(FY20)

#1.3 Connect the Standards of Excellence to all aspects of city government.

Strategies

- 1.3.1 Educate new and existing employees on our Standards of Excellence expectations through ongoing training programs.
- 1.3.2 Encourage resident feedback concerning customer service through a wide variety of communication tools.
- 1.3.3 Broaden the Standards of Excellence beyond customer service to integrated values of our organization.

0.43%
**Average Billing
Write Off**

(2020)

**CERTIFICATE
OF
ACHIEVEMENT
FOR
EXCELLENCE IN
FINANCIAL
REPORTING**

**FY20
Audit**

Strategic Priority #2

MOTIVATED MANAGEMENT

To serve with integrity and demonstrate proactive leadership, motivated management and smart planning skills that focus on results needed to create a better community.

Objectives

#2.1 Create an environment where decisions are made based on planning and foresight.

Strategies

- 2.1.1 Develop and follow a budget that clearly aligns with Council priorities and direction.
- 2.1.2 Continue public outreach to help guide allocation of resources toward areas that residents have identified as needing improvement.
- 2.1.3 Increase awareness of master plans and design projects that align accordingly.

24

Facility Safety
Audits
Performed

(2020)

69

(GOAL 75-78)

Pavement
Condition
Rating

(2020)

11
YEARS

Average Tenure
of Full-Time
Employees

(2020)

#2.2 Continue to attract and retain positive, forward-thinking, experienced and skilled staff.

Strategies

- 2.2.1 Review and develop systems to ensure that City jobs remain competitive while being fiscally responsible.
- 2.2.2 Demonstrate a culture of staff development through internal training programs, professional certifications and recognition of achievements.
- 2.2.3 Engage in cooperative efforts to provide on-the-job learning, work-study and internship opportunities for OSU and Meridian Technology students.

#2.3 Connect effective services with creative solutions and efficient processes.

Strategies

- 2.3.1 Continually discover new ways to improve processes that help deliver effective services.
- 2.3.2 Encourage collaboration among departments in the sharing of resources and elimination of waste.
- 2.3.3 Create a culture that encourages innovation using creative solutions to maximize organizational efficiency.

154

**Budget
Simulation
Submissions**

(2020)

2,155

**Online Paperless
Form Submissions**

(2020)

1

**Full-Time
Employee
Leaving
Employment
in First
6 Months
(2020)**

Strategic Priority #3

SAFE COMMUNITY

To promote a safe and secure community for all residents through equitable services, enhanced relationships, and responsive care.

Objectives

#3.1 Create proactive and preventative programs that focus on public safety.

Strategies

- 3.1.1 Continue offering focused outreach programs that promote a culture of safety and build trust with all residents.
- 3.1.2 Continue to develop and present fire prevention programs that provide residents of all ages, while reaching our most vulnerable population with the knowledge to keep themselves safe.
- 3.1.3 Work collaboratively with local, state and federal partners to ensure readiness and the continuity of operations during all phases of emergency management.

#3.2 Continue to focus on effective and timely responses when an emergency or threat arises.

1,113

Building
Life Safety
Inspections

(2020)

7,913

Police Dept.
Training
Hours

(2020)

65%

National Fire
Protection Assoc.
Turnout Standard
Achieved

(2020)

Strategies

- 3.2.1 Provide professional staff and the necessary equipment to effectively prevent crime and rapidly respond to criminal incidents.
- 3.2.2 Strengthen the use of technology and data collection to provide the most efficient service to the community by decreasing fire response times.
- 3.2.3 Formulate and analyze a wide range of emergency operation plans that focus on planning, response, recovery and mitigation.

#3.3 Connect employees with training and best practices that promote an equitable safe community.

Strategies

- 3.3.1 Provide comprehensive departmental training that promotes employee safety, service to the community, efficiency of operations, and professionalism in all areas.
- 3.3.2 Provide employees with quality, job specific training to enhance their ability to provide the best service to the community.
- 3.3.3 Ensure that city staff and emergency volunteers receive proactive and specialized training, so they have the expertise to respond as a cohesive unit and effectively utilize innovative technology.

1,940

Emergency
Management
Training Hours

(2020)

3.39
MINUTES

Police Average
Response Time

(2020)

23,832

Fire Dept.
Training
Hours

(2020)



Strategic Priority #4

CONNECTED SPACES

To develop a strong sense of place that recognizes the interconnectedness of people, buildings and public systems (such as transportation, utilities and parks) that best serve the needs of the public.

Objectives

#4.1 Create forward-thinking policies and practices that result in developing and maintaining our infrastructure integrity.

Strategies

- 4.1.1 Develop and/or update infrastructure master plans that include detailed implementation strategies.
- 4.1.2 Make decisions that meet the demands of current customers while always planning for the needs of future generations.
- 4.1.3 Prioritize funding and support resource allocation to maintain existing infrastructure assets and/or to plan for future growth.

1,509
Manholes
Inspected

(2020)

19.72
kWh
Average
Customer
Usage

(2020)

344
TONS
Asphalt
Placed

(2020)

#4.2 Continue practices that provide well-planned and highly reliable public utility and infrastructure systems that serve the needs of the public.

Strategies

- 4.2.1 Implement innovative ideas that maximize current spaces, connect residents, and beautify community neighborhoods.
- 4.2.2 Plan, maintain, repair and continuously enhance streets, sidewalks, bike lines, and trails while considering all modes of travel.
- 4.2.3 Maximize parks, trails, open spaces, public spaces and public use facilities that meet the needs of the community.

#4.3 Connect the need for well-managed land use and development practices with the needs of residents, businesses, students and visitors.

Strategies

- 4.3.1 Identify zoning and planning practices and policies that provide more flexibility while remaining relevant to current needs.
- 4.3.2 Identify and utilize funding sources for publicly owned and maintained facilities and infrastructure.
- 4.3.3 Develop a process for neighborhood development that takes into account their unique features with a focus on inclusivity and equity in decision making.

654

**Water Valves
Maintained**

(2020)

99.88

**Average System
Availability Index
ASAI - Electric**

(2020)

**54,274
FEET**

**Sanitary
Sewer Lines
Inspected**

(2020)

Strategic Priority #5

UNIQUE CULTURE

To cultivate partnerships that enhance the unique culture of Stillwater with equal access to services and amenities, strong and connected neighborhoods, and a thriving economy and business atmosphere.

Objectives

#5.1 Create an environment that fosters an innovative and entrepreneurial business community.

Strategies

- 5.1.1 Align strategies, programs and partnerships with workforce development goals to meet the needs of local employers.
- 5.1.2 Strengthen strategies and partnerships to diversify industrial and retail offerings.
- 5.1.3 Market our competitive advantages and leverage our strong relationship with OSU and other partners to attract additional investment.

#5.2 Continue to preserve livability in Stillwater's strong and distinctive neighborhoods.

Strategies

- 5.2.1 Encourage open communication and foster positive and respectful relationships among neighborhoods.

81,510

Community
Center
Visits

(2020)

\$28.3M

Total
Capital
Expenditures

(FY20)

104

New Residential
Permits

(2020)

- 5.2.2 Increase collaboration with other agencies, services, and businesses to address community, neighborhood and housing needs.
- 5.2.3 Identify partnerships to create more affordable housing options for current residents which may attract industry and retain talent.

#5.3 Connect residents with diverse opportunities for artistic, historic, wellness, educational, cultural and recreational pursuits.

Strategies

- 5.3.1 Continue to develop community partnerships that improve artistic, historic, wellness, educational, cultural and recreational opportunities that create a sense of pride among residents and draw visitors to Stillwater.
- 5.3.2 Broaden public-private partnerships to increase opportunities for further development, to maximize current spaces, and to collaborate on projects that increase resident satisfaction and draw visitors to Stillwater.
- 5.3.3 Leverage partnerships to fulfill the diverse needs and abilities of residents while working towards more inclusivity and accessibility in all events, spaces, and amenities.

32,785

**Average
Monthly
Workforce**

Payne County
(FY20)

81,029

**Library
Visits**

(2020)

70

**New Commercial
Permits**

(2020)

Strategic Priority #6

ENGAGED & INVESTED RESIDENTS

To encourage participation and an understanding of government through outreach and inclusiveness initiatives that inspire trust, confidence, and ownership in local government.

Objectives

#6.1 Create an environment where people can find (or share) the right information at the right time.

Strategies

- 6.1.1 Provide open and transparent access to information.
- 6.1.2 Create content in multiple formats, including print, video and digital and continually evaluate the resident's content needs.
- 6.1.3 Optimize use of technologies as our diverse public expands their use of them.

167

Media
Releases

(2020)

17

Social Media
Platforms
Managed

(2020)

271K

Webpage
Visits

(2020)

#6.2 Continue to provide the public with balanced and objective news and information to assist them in understanding problems, issues, opportunities and/or solutions.

Strategies

- 6.2.1 Provide up to date content on the City's website, social media and local government access channel.
- 6.2.2 Cultivate relationships with area media to leverage news coverage.
- 6.2.3 Use consistent design elements and Plain Language in all of the City's outreach efforts to achieve improved understanding of City messages.

#6.3 Connect the public with opportunities to be involved in the process at the appropriate level.

Strategies

- 6.3.1 Continuously review and adopt best practices for gathering feedback and providing data to support proper decisions.
- 6.3.2 Explore ways to reach and connect with underrepresented populations.
- 6.3.3 Encourage broad participation of residents through meetings, forums, task forces and other interpersonal opportunities to create deeper conversations between residents, elected officials and city staff.

71

**Residents
Involved on
Boards and
Committees
(2020)**

143K

**YouTube
Views
(2020)**

155

**Open
Records
Request
(2020)**



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Strategic Plan for 2021-2025

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