

**IN ACCORDANCE WITH THE OKLAHOMA OPEN MEETING LAW
THE AGENDA WAS POSTED JANUARY 21, 2020 AT 4:10 P.M.
AT THE MUNICIPAL BUILDING, 723 SOUTH LEWIS, STILLWATER, OKLAHOMA**

CITY COUNCIL SPECIAL MEETING AGENDA

JANUARY 27, 2020

7:00 A.M.

KARSTEN CREEK GOLF CLUB

BOARD ROOM

1800 S. MEMORIAL

STILLWATER, OK 74074

Mayor Will Joyce, Vice Mayor Pat Darlington, Councilors Alane Zannotti, John Wedlake, & Amy Dzialowski

Others Present: City Manager Norman McNickle, Deputy City Manager Melissa Reames, City Attorney John Dorman, Assistant to the City Manager Patti Osmus, Water Utilities Project Manager and staff member of the Key Performance Indicators Citizens Committee David Barth, and NewsPress reporter Michelle Charles

1. Call Meeting to Order

Mayor Joyce called the meeting to order at 7:25 a.m.

2. General Orders

- a. Discussion of 2021 strategic plan *(No action will be taken on this item)*

Mayor Joyce stated the discussion today will be about the Strategic Plan and the new key performance indicators (KPI's) to measure the strategic priorities. (See attached document).

Vice Mayor Darlington asked if the mission statement was the original one. Melissa Reames replied that the mission statement was taken from the Standards of Excellence. Vice Mayor stated she was not fond of it.

Mayor Joyce asked if anyone felt that the strategic priorities needed to be updated. Vice Mayor Darlington said these are pretty standard for most cities.

Discussion began on each strategic priority and its key performance indicators.

#1: Effective Services & Accountable Government: To provided effective services and accountable government for all citizens by practicing fiscal responsibility.

Key Performance Measures Action Plan:

- 1.1 Continue to be an accountable, ethical and responsible local government.**
- 1.2 Continue to align revenues and expenditures while maintaining appropriate reserve levels.**
- 1.3 Connect the Standards of Excellence to all aspects of city government.**

Councilor Wedlake suggested adding some sort of citizen engagement measure. Mayor Joyce replied that he thinks fiscal measurements are most relevant to #1.

Vice Mayor Darlington said that in reference to Outcomes .07, she would like to see continuing education be for all employees, adding that the goal is to create that expectation for employees. Mayor Joyce agreed and would like to see City Council continuing education included.

Vice Mayor Darlington would like to see improvements and tracking in future documents. For example, track open records requests, associated costs, who processes the requests, etc. Another example is grants available, applied for, and received.

#2: Inspired Management: To demonstrate leadership, management and planning skills that focus on results needed to create a better community.

Key Performance Measures Action Plan:

- 2.1 Create an environment where decisions are made based on planning and foresight.
- 2.2 Continue to attract and retain positive, forward-thinking, experienced and skilled staff.
- 2.3 Connect efficient service with effective delivery tools and methods.

Vice Mayor Darlington stated that pertaining to #2.1, she would like to see stakeholders informed and input gathered before a project is rolled out. She stressed the importance of face-to-face communication.

#3: Safe Community: To identify effective services that enhance relationships, responsiveness and quality customer service to promote a safe and secure community.

Key Performance Measures Action Plan:

- 3.1 Create proactive and preventative programs that focus on public safety.
- 3.2 Continue to focus on effective and timely responses when an emergency or threat arises.
- 3.3 Connect employees with training and best practices that promote a safe community.

Councilor Dzialowski would like to see linkage between the funds put in and the outcomes. Mayor Joyce suggested tracking the money put into things such as rural fire, mutual aid, etc. He would like this incorporated into measurement .04.

Vice Mayor Darlington suggested measuring and tracking things such as crime rates, property lost due to fire, and quality of medical care. Mayor Joyce stated that links to Stillwater Medical Center stats could be provided.

#4: Place & Mobility: 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.

Key Performance Measures Action Plan:

- 4.1 Create forward-thinking policies and practices that result in developing and maintaining our infrastructure integrity.
- 4.2 Continue practices that provide a well-planned and highly reliable public utility and infrastructure systems that serve the needs of the public.
- 4.3 Connect the need for well-managed land use and development practices with the needs of citizens, businesses, students and visitors.

Mayor Joyce would like to see measurement .08 linked to climate events. He also would like to track steps being taken regarding measurement .13 dilapidated structures, such as citizen reported complaints and how many tickets are issued.

#5: Quality of Life: To develop partnerships that create a high quality of life with equal access to services and amenities, strong and connected neighborhoods, and a healthy economy and business atmosphere that align with community values.

Key Performance Measures Action Plan:

- 5.1 Create an environment that fosters an innovative and entrepreneurial business community.
- 5.2 Continue to preserve livability in Stillwater's strong and distinctive neighborhoods.
- 5.3 Connect citizens with diverse opportunities for artistic, historic, wellness, educational, cultural and recreational pursuits.

Mayor Joyce asked what is being tracked in measurement .02. He suggested linking to Meridian Technology and OSU stats. He also mentioned economic mobility and barriers to unfilled jobs.

Regarding measurement .03, Councilor Dzialowski asked how this is going to be measured. She suggested tracking application numbers, time between date of submission and date of approval. She also wants to see some agreement on form-based code.

Mayor Joyce suggested examination of the stats and areas where improvement can be made by looking at detailed Community Resources data and looking for slow areas, etc.

Vice Mayor Darlington would like to see a standard template for public/private partnership reporting to City Council. Councilor Dzialowski agreed and stated there is a need to create expectations. Councilor Zannotti stated the need to evaluate whether the funding makes sense. Vice Mayor Darlington asked who on staff is responsible for tracking each public/private partnership.

#6: Civic Engagement: To encourage participation and an understanding of government through outreach and inclusiveness initiatives that inspire trust and confidence in local government.

Key Performance Measures Action Plan:

- 6.1 Create an environment where people can find (or share) the right information at the right time.
- 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.
- 6.3 Connect the public with opportunities to be involved in feedback process at the appropriate level.

Vice Mayor Darlington referred to measurement .05 and asked how to keep task forces on track and successful. Councilor Zannotti said a facilitator is needed. She also said the question of does it make sense to form a committee or task force should always be asked. Mayor Joyce agreed; does the issue warrant a committee or can it be done in one meeting. A policy needs to be established.

Mayor Joyce would like a template outlining staff person assigned, goal of the task force, and number of citizens needed; an outline of what is expected. Councilor Dzialowski commented that participation needs to be meaningful. Vice Mayor Darlington said the issue of city residency needs to be addressed.

Mayor Joyce referred to measurement .06 and suggested that Councilors track their public appearances/outreach and report to staff. Councilor Zannotti suggested changing the scope of appearances, especially on radio. Something other than reporting on the previous night's Council meeting would be refreshing. Mayor Joyce and Councilor Dzialowski agreed that there is a need to concentrate on how to get the message out to everyone. How to connect better? City Council must be more deliberate.

Councilor Wedlake left the meeting at 8:40 a.m.

Vice Mayor Darlington would like to go back to the original concept of office hours. She asked how effective is radio time? How effective is television time?

In summary of the meeting, City Manager McNickle recapped that the mission and vision statements will be reviewed, the layout of the draft Mission Driven Strategic Plan will be revisited, and a list of changes and follow-up steps will be compiled.

3. Adjourn

Vice Mayor Darlington motioned to adjourn and Councilor Zannotti seconded.

Vote: Mayor Joyce – yea, Vice Mayor Darlington – yea, Councilor Zannotti – yea, Councilor Dzialowski – yea

Motioned carried with four yea votes.

Meeting adjourned at 9:10 a.m.

WILLIAM H. JOYCE, MAYOR
STILLWATER CITY COUNCIL

PATTI OSMUS
DEPUTY CITY CLERK

City of Stillwater
Mission Driven Strategic Plan
January 6, 2020

Our Mission:

The City of Stillwater is responsible for providing responsive, high-quality and efficient municipal services to enhance the community's quality of life.

Our Vision:

Stillwater will be a forward-thinking community for people seeking the influence of a major university but also desiring the intimacy of a smaller town.

Our Values:

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 citizen 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.

Mission Driven Priorities (Goals):

- | | |
|-------------|---|
| Priority #1 | Effective Services & Accountable Government To provide effective services and accountable government for all citizens by practicing fiscal responsibility, transparency and outstanding customer service. |
| Priority #2 | Inspired Management To demonstrate leadership, management and planning skills that focus on results needed to create a better community. |
| Priority #3 | Safe Community To identify effective services that enhance relationships, responsiveness and quality customer service to promote a safe and secure community. |
| Priority #4 | Place & Mobility 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. |
| Priority #5 | Quality of life To develop partnerships that create a high quality of life with equal access to services and amenities, strong and connected neighborhoods; and a healthy economy and business atmosphere that align with community values. |
| Priority #6 | Civic Engagement To encourage participation and an understanding of government through outreach and inclusiveness initiatives that inspire trust and confidence in local government. |

Key Performance Measures

Priority #1 Effective services & Accountable Government

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

Key Performance Measures/Action Plans

- 1.1 Continue to be an accountable, ethical and responsible local government.
- 1.2 Continue to align revenues and expenditures while maintaining appropriate reserve levels.
- 1.3 Connect the Standards of Excellence to all aspects of city government.

Measurements

- .01 Bond Rating
- .02 Financial reporting award
- .03 Meter reading accuracy
- .04 Departmental budgets
- .05 Project cost variance
- .06 Standards of excellence employee recognition
- .07 Standards of excellence training hours completed

Desired Outcomes

- .01 Desired bond rating to be AA or higher as bond ratings are an independent evaluation of an entity's financial health and stability.
- .02 Achieve the Government Finance Officers Association certificate of excellence in financial reporting upon submission of the City of Stillwater's comprehensive annual financial report (CAFR). The award provides independent confirmation of staff's expertise in accounting for and reporting on its annual financial position and financial activity.
- .03 Desired number of misread meters to be 7 or less per meter reader per month. Accurate meter reading leads to accurate billing.
- .04 Decrease variance between current department budget vs. expenditures on an annual basis to 10% or less (formula: (Budget less actual)/budget)
- .05 Increase amount of contingency remaining on projects from 0% to 50% of projects totaling \$500,000 or more upon completion of the project.
- .06 Measure the number of standards of excellence recognitions received in a fiscal year by department and employee
- .07 Sustain or increase departmental training hours on an annual basis.

Priority #2 Inspired Management

To demonstrate leadership, management and planning skills that focus on results needed to create a better community.

Key Performance Measures/Action Plans

- 2.1 Create an environment where decisions are made based on planning and foresight.
- 2.2 Continue to attract and retain positive, forward-thinking, experienced and skilled staff.

2.3 Connect efficient service with effective delivery tools and methods.

Measurements

- .01 Evaluate public/private partnerships
- .02 City of Stillwater Utility Services reliability rating
- .03 Tenure of full-time employees
- .04 Hiring practices
- .05 Paperless submittals
- .06 City-wide Key Performance Indicator (KPI) dashboard
- .07 Data security

Desired Outcomes

- .01 Evaluate public/private partnerships annually for attainment of agreed upon KPI's, return on investment (ROI) and customer (citizen) satisfaction. Annual numbers should be within 5% of contract stated deliverables.
- .02 Maintain the City of Stillwater Utility Services reliability rating within 1% of regional and national benchmarks.
- .03 Calculate and track annual employee turnover rate (formula: Full time employees left/all full time employees). This statistic helps show job satisfaction, retention practices, job fit and career succession.
- .04 Track the following:
 - a. Number of qualified applications received (those that meet the minimum qualifications)
 - b. Track how new hires found out about openings
 - c. Average number of days from initial advertisement posted to position being filled

These statistics validate hiring practices to ensure that the most qualified candidate is employed while supporting the richness of diversity in the work place.

- .05 Develop processes for paperless submittals. Increase the number of online applications/submittals by 10% during FY2021.
- .06 Develop and deploy a city-wide dash board to report real time statistics for employees and citizens.
- .07 Increase data security with minimal impact to internal and external customers. Perform an information technology audit on a regular basis (2-3 year intervals) and address identified gaps.

Priority #3 Safe Community

To identify effective services that enhance relationships, responsiveness and quality customer service to promote a safe and secure community.

Key Performance Measures/Action Plans

- 3.1 Create proactive and preventative programs that focus on public safety.
- 3.2 Continue to focus on effective and timely responses when an emergency or threat arises.
- 3.3 Connect employees with training and best practices that promote a safe community.

Measurements

- .01 Fire prevention and life safety inspections
- .02 Public outreach programs
- .03 Response time
- .04 Mutual Aide agreements
- .05 Resource allocation
- .06 First responder training hours
- .07 Risk mitigation and management
- .08 Resilience

Desired Outcomes

- .01 Track the number of life-safety inspections provided to the community annually
- .01 Track the number of fire hydrant inspections and number of structures installing sprinkler systems.
- .02 Continue the existing public outreach programs while increasing the number of residents registered to receive mass notifications and/or emails.
- .03 Maintain a 6 minute, 20 second response time for at least 90% of the 911 calls received on an annual basis.
- .04 Maintain existing mutual aid agreements.
- .05 During FY2021 conduct manpower study to determine minimum patrol staffing numbers. Maintain that minimum staffing on an annual basis.
- .06 Continue or increase the number of first responder training hours annually.
- .07 During FY2021 develop a phased in, city wide, comprehensive risk identification and mitigation plan.
- .08 During FY2021 develop and implement a city wide resilience plan including training, exercises and real life responses. Document results and conduct after action review.

Priority #4 Place & Mobility

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.

Key Performance Measures/Action Plans

- 4.1 Create forward-thinking policies and practices that result in developing and maintaining our Infrastructure integrity.
- 4.2 Continue practices that provide a well-planned and highly reliable public utility and infrastructure systems that serve the needs of the public.
- 4.3 Connect the need for well-managed land use and development practices with the needs of citizens, businesses, students and visitors.

Measurements

- .01 Pavement management index
- .02 Lane miles of streets/sidewalks
- .03 Hydrants flushed
- .04 Miles of sanitary and storm sewer pipes cleaned
- .05 Equipment failures/repairs
- .06 Water line breaks
- .07 Electric outages
- .08 Number of sanitary sewer overflows
- .09 Waterline vales
- .10 Dead ends
- .11 Procurement
- .12 Building permits
- .13 Dilapidated structures

Desired Outcomes

- .01 Maintain or improve pavement management index at 80 or above. This index provides citizens with an overall rating of the streets condition and life expectancy.

- .02 Determine ratio of total number of lane miles of streets and sidewalks repaired annually to the total number of lane miles of streets and sidewalks that are the responsibility of the City of Stillwater. Ratio should be not less than 2% on an annual basis.
- .03 Determine the ratio of the number of hydrants flushed on an annual basis to the total number of hydrants that are the responsibility of the City of Stillwater. Ratio should be not less than 5% on an annual basis.
- .04 Determine ratio of total number of sanitary and storm sewer pipes cleaned annually to the total number of sanitary and storm sewer pipes that are the responsibility of the City of Stillwater. Ratio should be not less than 5% on an annual basis.
- .05 Track number of equipment failures and repairs on an annual basis. Evaluate failure and develop a mitigation plan.
- .06 Track number of water line breaks on an annual basis. Evaluate failure and develop a mitigation plan.
- .07 Track number of electric, water and network outages on an annual basis. Evaluate failure and develop a mitigation plan.
- .08 Track number of sanitary sewer overflows on an annual basis. Evaluate failure and develop a mitigation plan.
- .09 Track number of waterline valves exercised annually as a percentage of all waterline valves.
- .10 Reduce the number of dead end waterlines by 10% each year.
- .11 Track the number of bidders on transportation construction projects and the low bid costs. Compare between transportation projects and to Oklahoma Department of Transportation (ODOT) average for similar projects.
- .12 Track the number of bidders on airport construction projects and the low bid costs. Compare between airport projects and to regional averages for similar airport projects.
- .13 Track the number of residential and commercial building permits issued annually. Correlate permits issued to changes in zoning and land use code implemented to increase building within Stillwater.
- .14 Track the number of dilapidated structures demolished on an annual basis by owner and area of Stillwater.

Priority #5 Quality of life

To develop partnerships that create a high quality of life with equal access to services and amenities, strong and connected neighborhoods; and a healthy economy and business atmosphere that align with community values.

Key Performance Measures/Action Plans

- 5.1 Create an environment that fosters an innovative and entrepreneurial business community.
- 5.2 Continue to preserve livability in Stillwater's strong and distinctive neighborhoods.
- 5.3 Connect citizens with diverse opportunities for artistic, historic, wellness, educational, cultural and recreational pursuits.

Measurements

- .01 Chamber statistics
- .02 Workforce Readiness
- .03 Codes and standards
- .04 Owner occupancy rate
- .05 Business incentives

Desired Outcomes

- .01 Review Stillwater Chamber statistics for compliance with contract deliverables and continued business attraction and retention data.
- .02 Support workforce readiness initiatives and assist Chamber with economic development opportunities in efforts to secure quality jobs within Stillwater.
- .03 Review and evaluate current codes and standards in order to encourage growth while protecting public/private development.
- .04 During FY2021 develop and implement an entertainment district in the downtown/campus link area.
- .05 During FY2021 implement the Homebuyers Assistance program and evaluate results using changes in the owner occupancy rate.
- .06 During FY2021 evaluate economic incentives for effectiveness by tracking number of incentives granted and economic development deliverables obtained.
- .07 During FY2021 track the number of business closures and the number of new to Stillwater businesses opened using utility service connection data.

Priority #6 Civic Engagement

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

Key Performance Measures/Action Plans

- 6.1 Create an environment where people can find (or share) the right information at the right time.
- 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.
- 6.3 Connect the public with opportunities to be involved in feedback process at the appropriate level.

Measurements

- .01 Website analytics
- .02 Dashboard
- .03 Media training
- .04 Volunteers
- .05 Committees/task force
- .06 Engagement tool analytics

Desired Outcomes

- .01 Conduct an annual website audit. Evaluate and address identified gaps.
- .02 Develop and deploy a city-wide dash board to report real time statistics for employees and citizens.
- .03 Conduct mandatory media training for all new supervisors and directors during each fiscal year.
- .03 Conduct mandatory practice for department heads and staff presenting to Council.
- .04 Cultivate and recruit citizens as advocates and volunteers for the city. This will be measured by the number of applications received for open positions on boards, committees and task forces.
- .05 Create citizen committees and task forces to study, develop and recommend plans of action on topics that are of concern to citizens.
- .06 During FY2020 evaluate the existing engagement tools for effectiveness and number of citizens reached. Develop FY2021 outreach plan based on data generated in FY2020.