A ROAD MAP to the FUTURE

STRATEGIC PLAN

for 2019–2023

Adopted by Stillwater City Council May 20, 2019
COWBOY SPIRIT

Stillwater is a friendly, forward-thinking city, proud of its past and alive with the youthful spirit of a university town and education community. Stillwater is a pioneering city with a vibrant downtown, healthy neighborhoods and a real commitment to education at all levels.
A Road Map to the Future

Strategic Plan for 2019–2023
Adopted by Stillwater City Council Month XX, 2019

Table of Contents

Stillwater City Council .................................................................................................................. 4
Selected Accomplishments .......................................................................................................... 5
City Organizational Chart ........................................................................................................... 6
Budget Process ............................................................................................................................ 7
Strategic Plan Overview ............................................................................................................. 11

The Plan: Priorities, Objectives, Strategies, Sample Measurements ... 12

#1 Effective Services & Accountable Government ...................................................... 14
#2 Inspired Management ....................................................................................... 17
#3 Safe Community ................................................................................................. 20
#4 Place & Mobility ............................................................................................... 23
#5 Quality of Life ................................................................................................... 26
#6 Civic Engagement ............................................................................................ 29

City of Stillwater Operating Indicators ................................................................. 32
City of Stillwater Standards of Excellence for Customer Service .... 32
US Census: Demographics & Population ................................................................. 34
Key Community Focus Group Findings ................................................................. 35
Key Citizen Satisfaction Survey Findings ............................................................ 38
CITY GOVERNMENT

The City of Stillwater operates under a council-manager system. In this form of government, an elected City Council is responsible for setting policy, passing ordinances and approving the City’s budget.

The City provides a full range of services that include the following:

- Police, Fire and Emergency Management
- City Engineering
- Community Resources
- Planning
- Public Works
- Stillwater Regional Airport
- Stillwater Public Library
- Utilities (Electric, Water, Wastewater, Stormwater, Waste Management)
- Support Services (City Manager’s Office, Human Resources, Information Technology, Municipal Court, City Clerk, Finance, Fleet, Utility and Billing Services, Marketing and Civic Engagement as well as the City Attorney’s Office).
SELECTED ACCOMPLISHMENTS 2018

• **Objective #1.3**: Launched a citywide customer service program called Standards of Excellence that affects all levels of city government.

• **Strategy #1.1.3**: Demonstrated leadership in bringing attention to issues concerning online sales tax collections.

• **FY18 Strategy #2.2.2 Completed**: Initiated performance-based policies for staff in Operations and Stillwater Regional Airport. This policy is being expanded citywide.  
  [FY18 Strategy #2.2.2.: Continue policies and practices that reward initiative and allow self-driven opportunities for advancement.]

• **Strategic Priority #4**: Celebrated the success of commercial flight at the Stillwater Regional Airport by recognizing the 100,000 passengers who have flown into or out of Stillwater since the service began in August 2016.

• **Strategy #4.2.2**: Completed the joint Oklahoma Department of Transportation and City of Stillwater project that widened and improved multi-modal traffic at the intersection of SH51 and US 177.

• **Objective #6.3**: Provided numerous opportunities for public input for city development projects, including Block 34, Stillwater (Re)Investment Plan, 12th Avenue Planning Area, 12 rezoning hearings and 123 land use cases.
As provided in Section 3–6 of the Stillwater City Charter, the Library Board has supervision and control of the public library including appointment of the Library Director and setting policies for the administration of the Library.

*As provided in Section 3–6 of the Stillwater City Charter, the Library Board has supervision and control of the public library including appointment of the Library Director and setting policies for the administration of the Library.
WHY CITIES DEVELOP BUDGETS

The City of Stillwater, like all municipalities, is required by law to develop and publish annual operating and capital budgets. For Stillwater, the City’s budget process is closely tied to the Strategic Plan, which is reviewed and updated annually by City Council. The Council may direct staff to make adjustments to the budget and/or the Strategic Plan to address citizens’ concerns or issues at any time during the year.

The budget serves many purposes including the following:

- Provides a flexible working plan for operating the City in the coming year.
- Converts the City’s long- and short-term plans and policies into services and programs.
- Establishes the amount of revenue expected to be available, which sets limitations on the number of expenditures that can be supported.
- Establishes the costs of providing services and programs.
- Sets priorities to determine how the resources will be allocated among the services and programs our residents expect and need.
- Provides a benchmark to which actual revenues and expenses can be compared.
- To comply with the Oklahoma Municipal Budget Act, 11 O.S. 17-201.

PUBLIC INPUT

Public input is gathered throughout the year through conversations, responses to requests for public input, emails to councilors, social media posts, participation in public meetings and other gatherings, and nonscientific web surveys and scientifically-controlled surveys.

For information about the City’s budget and input opportunities (see more civic engagement, page 10), visit the Financial Center on the City’s website at <http://stillwater.org/budget>.

- **BALANCING ACT.** Try your hand at balancing the City of Stillwater’s FY19 Annual Budget to provide input on the development of the FY20 Proposed Operating Budget. Balancing Act is an online simulation tool that allows you to submit your plan by making changes to revenues and expenditures. Results (but not personal information) will be collected through March 30, 2019, and reviewed by city management to present to City Council as part of the budget process. The simulation will remain active to allow residents to use it as a tool to understand the budget. Balancing Act is a part of our FY20 Budget Input, which includes civic group presentations, public hearings and other input opportunities.

- **TAXPAYER RECEIPT.** A companion piece to Balancing Act, Stillwater’s Taxpayer Receipt let’s you see where your tax dollars are going and how you contribute to funding the City’s general budget services and programs.
DEVELOPING THE CITY’S ANNUAL BUDGET

Our collective success generates sales tax revenue that is used as operating income to fund essential services, invest in future growth and provide safe and stable infrastructure for all of Stillwater.

Developing an annual budget calls for the City Manager’s Office to work closely with the Stillwater City Council and city departments to enact a balanced budget by the beginning of the fiscal year on July 1.

The City’s Annual Budget consists of two primary components: The Operating Budget and The Community Investment Program’s Planning Budget.

» THE OPERATING BUDGET

The Operating Budget is developed in stages.

Stage 1: City Manager’s Proposed Operating Budget. (Budget Cycle 1: January–March/Budget Preparation)

Each year, the Operating Budget starts with the City Manager’s Proposed Operating Budget. The proposed budget includes departmental budgets and proposed funding for projects, services and initiatives. The city manager then forwards the proposed operating budget to City Council for public hearings and possible revisions. (See Citizens’ Budget-in-Brief below.)

Stage 2: Adopted Budget. (Budget Cycle 2: April–June/Council Approval)

The City Manager’s Proposed Operating Budget becomes the Adopted Budget after City Council passes a resolution to adopt it, usually at a meeting in May or June. An important aspect of the Adopted Budget is that it sets expenditure limits for the year.
Stage 3: Operating Budget. (Budget Cycle 3: July 1–June 30/Implementation)

On July 1, the Adopted Budget becomes the Operating Budget, which will include modifications such as carryforwards, budget amendments and revisions, and encumbrances that city departments may make during the fiscal year. In other words, it is a working document that is monitored year-round and revised as needed to adjust for real-world circumstances.

The city manager may make revisions to the Operating Budget up to $50,000, and City Council must approve revisions more than $50,000. Requests for amendments and revisions are posted as needed throughout the year in City Council meeting agendas.

» THE COMMUNITY INVESTMENT PROGRAM’S PLANNING BUDGET

The Community Investment Program’s (CIP) Planning Budget is the five-year plan for infrastructure and facility projects. This is sometimes referred to as a capital improvement plan. While some new projects still occur, Stillwater’s main focus is on the renovation, expansion or upgrades to existing streets, utilities and buildings.
MORE CIVIC ENGAGEMENT TOOLS

To make it easy to find all of these new civic engagement initiatives, and to find established initiatives like the City’s Speakers Bureau and results to the Citizen Satisfaction Survey, visit the new Civic Engagement tab under Government at stillwater.org.

• **POP UP CITY HALL.** Look for a bright blue and white umbrella at public events, and you will see a pop up city hall, which means you will be able to talk to city management and elected officials about topics you are interested in — at an event you were already planning to attend. If you can’t be there in person, you can use social media to ask officials questions or provide input in real time. Dates for Pop Up City Hall will be advertised throughout the year.

• **FLASHVOTE.** Do you have one minute a month to help make your local government better? If so, you should sign up for FlashVote. It’s a secure, anonymous, scientific survey service that allows residents to provide input via surveys covering topics directly affecting Stillwater. Participants can choose to receive surveys through email, text message, phone call or by logging onto an internet browser. Surveys are open for 48 hours and residents can review citywide results 24 hours after a survey is closed.

• **FYI STILLWATER.** Subscribe to the City of Stillwater’s new podcast, FYI Stillwater, where you’ll hear information about your local government you didn’t know you need to know.

• For more about **BALANCING ACT** and **TAX PAYER RECEIPT**, see page 7.
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 city documents, budgets, financial plans, strategic planning sessions and input from city staff and with strong leadership and direction from City Council.

The plan establishes broad community priorities coupled with specific performance objectives and outlined strategies that will help us achieve those objectives. We are determined to make significant, measurable improvements in each priority area.

The items listed in the plan are in no way exhaustive; staff continually address new objectives and strategies as needed.

FIVE-YEAR ROLLING PLAN

The City’s Strategic Plan is a five-year rolling plan that is updated annually and adopted by City Council during the budget process.

• Year 1 of the plan addressed FY 19
• Year 2 of the plan addressed FY 20.
• Year 3 will address FY 21. For this year, a citywide task force will review and recommend performances measures for each Strategic Priority.
THE PLAN: PRIORITIES, OBJECTIVES AND STRATEGIES

» STRATEGIC PRIORITIES: The six areas that city council consider to be of highest priority.

» PURPOSE: The big picture of what we are trying to accomplish with each strategic priority.

» OBJECTIVES: Specific, concrete outcomes that are related to each purpose.

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

» SAMPLE PERFORMANCE MEASURES: Example of how we measure our progress and improvements.

STRATEGIC PRIORITY: # _________

Purpose:
Long-term goal or reason of what we are trying to accomplish. May push to unexpected solutions. Give general direction.

» Set by City Council.

Objective # _________
Concrete. Clearly defined. Can be measured. [3 Objectives per Strategic Priority.]

Begins with the verbs:
» CREATE (as in create new policies, standards, etc.)
» CONTINUE (as in continue the path we are on)
» CONNECT (as in connect resources in new ways)

» Set by City Council.

Strategy # _________
Answers “how” not “what” at a conceptual level. [3 to 4 Strategies per Objective.]

» Set by City Manager’s Office.
STRATEGIC PRIORITIES AT A GLANCE

Strategic Priority #1
» EFFECTIVE SERVICES & ACCOUNTABLE GOVERNMENT
  Purpose: To provide effective services and accountable government for all citizens by practicing fiscal responsibility, transparency and outstanding customer service.

Strategic Priority #2
» INSPIRED MANAGEMENT
  Purpose: To demonstrate leadership, management and planning skills that focus on results needed to create a better community.

Strategic Priority #3
» SAFE COMMUNITY
  Purpose: To identify effective services that enhance relationships, responsiveness and quality customer service to promote a safe and secure community.

Strategic Priority #4
» PLACE & MOBILITY
  Purpose: 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.

Strategic Priority #5
» QUALITY OF LIFE
  Purpose: 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.

Strategic Priority #6
» CIVIC ENGAGEMENT
  Purpose: To encourage participation and an understanding of government through outreach and inclusiveness initiatives that inspire trust and confidence in local government.
Strategic Priority #1
» EFFECTIVE SERVICES & ACCOUNTABLE GOVERNMENT

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

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

Strategies

#1.1.1
Develop and implement effective methods to ensure citizens are informed and active participants in local government.

#1.1.2
Provide assurance of regulatory and policy compliance to minimize and mitigate risk.

#1.1.3
Pursue legislative initiatives that preserve and enhance the City’s ability to deliver quality and cost-effective services to its citizens.

#1.1.4
Provide elected officials/managers structured, comprehensive and continuing legal and ethical training.
Strategic Priority #1
» EFFECTIVE SERVICES & ACCOUNTABLE GOVERNMENT

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

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

Strategies
#1.2.1 Update the rolling five-year budget worksheet that provides for efficient estimation of revenues and expenditures.

#1.2.2 Connect the City’s strategic plan to the annual budget ensuring the funding for council initiatives.

#1.2.3 Continue best accounting practices when executing the annual budget.

#1.2.4 (New 3-5-19)
Research and develop proper SUA reserves to present to city council.
Strategic Priority #1

» EFFECTIVE SERVICES & ACCOUNTABLE GOVERNMENT

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

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

[See Page 29.]

Strategies

#1.3.1
Educate new and existing employees on our Standards of Excellence expectations through ongoing training programs.

#1.3.2 (New 1-11-19)
Incorporate our Standards into citywide processes, such as the promotional process.

#1.3.3
Encourage citizen feedback concerning customer service through comment cards and other communication tools.
Strategic Priority #2
» INSPIRED MANAGEMENT

Purpose: To demonstrate leadership, management and 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.

#2.1.2
Use 2017 Citizen Satisfaction Survey as a baseline to measure the overall performance of local government.

#2.1.3
Continue public outreach to help guide allocation of resources toward areas that citizens have identified as needing improvement.

#2.1.4
Identify the full cost of long-term maintenance and replacement of infrastructure assets.
Strategic Priority #2
» INSPIRED MANAGEMENT

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

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

Strategies

#2.2.1
Review market pay rates and benefits to ensure that City jobs remain competitive when fiscally possible.

#2.2.2 (New 1-11-19)
Encourage staff to view and communicate citywide, long-range planning needs using a holistic approach.

#2.2.3
Engage in cooperative efforts to provide practicums, work-study and internship opportunities for OSU students.
Strategic Priority #2
» INSPIRED MANAGEMENT

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

Objective #2.3: Connect efficient service with effective delivery tools and methods.

Strategies

#2.3.1
Seek out and fix processes that don’t work or are a hindrance to service delivery.

#2.3.2
Encourage sharing of resources and knowledge among departments and other city/county entities.

#2.3.3
Create a culture that encourages staff to use technology for more productive operations.
Strategic Priority #3
» SAFE COMMUNITY

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

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

Strategies

#3.1.1
Develop a wide range of public outreach and education programs that help citizens feel comfortable contacting or interacting with police officers.

#3.1.2
Develop and present fire prevention programs that provide citizens of all ages with the knowledge to keep themselves safe.

#3.1.3
Work collaboratively with local, state and federal partners to ensure readiness during all phases of emergency management.
Strategic Priority #3
» SAFE COMMUNITY

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

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

Strategies

#3.2.1
Provide the tools and human resources to effectively prevent crime and to respond to criminal incidences.

#3.2.2
Strengthen the use of technology and data collection to lessen fire response times and to provide the community with the most efficient service.

#3.2.3
Formulate and analyze a wide range of emergency operation plans that focus on planning, response, recovery and mitigation.
Strategic Priority #3
» SAFE COMMUNITY

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

Objective #3.3
Connect employees with training and best practices that promote a safe community.

Strategies

#3.3.1
Educate and train employees in law enforcement best practices and risk management methods to promote a safer work environment and community.

#3.3.2
Provide employees with quality fire training to enhance their ability to provide the best service to the community.

#3.2.3
Ensure that city staff and emergency volunteers receive proactive and specialized training, so they have the expertise to respond as a cohesive unit.
Strategic Priority #4
» PLACE & MOBILITY

Purpose: 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.

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

Strategies

#4.1.1 (Edited 5-13-19)
Develop and/or update infrastructure master plans that include detailed implementation strategies.

#4.1.2
Explore innovative ideas and implement leading-edge technologies when feasible.

#4.1.3
Prioritize funding and support resource allocation to maintain existing infrastructure assets and/or to plan for future growth.
Objective #4.2

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

Strategic Priority #4

» PLACE & MOBILITY

Purpose: 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.

Strategies

#4.2.1
Provide reliable utility services that not only meet customers’ needs today, but anticipate future ones.

#4.2.2
Plan, build, repair and continuously enhance a transportation system that considers all modes of travel.

#4.2.3
Provide well-maintained parks, trails, open spaces, public spaces and public use facilities that meet the needs of the community.
Strategic Priority #4
» PLACE & MOBILITY

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

Strategies
#4.3.1
Implement zoning and planning practices and policies that result in responsible and responsive land-use projects.

#4.3.2
Provide continual opportunities to engage, educate, inform and involve the public in a dialog about land use and development.

#4.3.3
Identify funding sources for publicly owned and maintained facilities and infrastructure.

#4.3.4 (New 5-13-19)
Develop a replicable process for neighborhood development that takes into account their unique features.
**Strategic Priority #5**

» QUALITY OF LIFE

**Purpose:** 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.

---

**Objective #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 relationship with OSU and other partners to attract additional investment.

#5.1.4 (New 5-13-19)
Identify effective ways to get information like the Reinvestment Plan to developers.
Objective #5.2
Continue to preserve livability in Stillwater’s strong and distinctive neighborhoods.

Strategic Priority #5
» QUALITY OF LIFE

Purpose: 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.

Strategies

#5.2.1
Foster positive and respectful neighborhood relationships and encourage open communication.

#5.2.2
Leverage collaboration with other agencies and services to address community, neighborhood and housing needs.

#5.2.3
Seek ways to improve voluntary compliance with City codes and regulations.
**Strategic Priority #5**

» QUALITY OF LIFE

**Purpose:** 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.

**Objective #5.3**

Connect citizens 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 citizens and draw visitors to Stillwater.

#5.3.2 (New 5-13-19)

Establish a robust process for public-private partnership, that includes oversight for procurement, contracts and reviews.

#5.3.3

Seek to fulfill diverse citizen needs, expectations, abilities and interests when it comes to amenities and services.
Strategic Priority #6

» CIVIC ENGAGEMENT

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

**Objective #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.

#6.1.3
Optimize use of technologies as our diverse public expands their use of them.
Strategic Priority #6
» CIVIC ENGAGEMENT

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

Objective #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
Keep content up to date on the City’s website, social media and local government access channel.

#6.2.3
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.
Objective #6.3
Connect the public with opportunities to be involved in feedback process at the appropriate level.

Strategic Priority #6
» CIVIC ENGAGEMENT

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

Strategies
#6.3.1
Continually review and adopt best practices for gathering feedback.

#6.3.2
Explore ways to reach and connect with underrepresented populations.

#6.3.3
Encourage board participation of citizens through meetings, forums, task forces and other interpersonal opportunities to create deeper conversations between citizens, elected officials and city staff.
### lovely place to live

#### City of Stillwater, Oklahoma

**Operating Indicators by Function/Program**

*Last Ten Fiscal Years*

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Governmental activities:</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Public safety</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Traffic citations</td>
<td>4,196</td>
<td>4,018</td>
<td>3,468</td>
<td>2,481</td>
<td>3,065</td>
<td>2,779</td>
<td>2,574</td>
<td>4,719</td>
<td>5,980</td>
<td>5,511</td>
</tr>
<tr>
<td>Parking tickets</td>
<td>13,662</td>
<td>16,493</td>
<td>17,076</td>
<td>13,419</td>
<td>16,610</td>
<td>14,709</td>
<td>11,135</td>
<td>12,243</td>
<td>10,565</td>
<td>13,110</td>
</tr>
<tr>
<td>Police calls for service</td>
<td>43,713</td>
<td>42,136</td>
<td>44,683</td>
<td>43,518</td>
<td>33,213</td>
<td>31,548</td>
<td>33,241</td>
<td>39,508</td>
<td>39,308</td>
<td>38,496</td>
</tr>
<tr>
<td>Animals handled by Animal Welfare</td>
<td>2,208</td>
<td>2,434</td>
<td>2,530</td>
<td>2,387</td>
<td>2,398</td>
<td>2,465</td>
<td>2,081</td>
<td>1,977</td>
<td>2,161</td>
<td>2,088</td>
</tr>
<tr>
<td>Fire calls for service</td>
<td>1,520</td>
<td>1,544</td>
<td>1,948</td>
<td>1,927</td>
<td>4,077</td>
<td>4,130</td>
<td>4,453</td>
<td>4,678</td>
<td>5,362</td>
<td>5,859</td>
</tr>
<tr>
<td>Ambulance calls for service ¹</td>
<td>4,026</td>
<td>3,939</td>
<td>4,268</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Recreation and Culture</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acres mowed ²</td>
<td>8,296</td>
<td>7,493</td>
<td>5,735</td>
<td>5,735</td>
<td>5,490</td>
<td>5,490</td>
<td>4,829</td>
<td>4,829</td>
<td>16,524</td>
<td>18,103</td>
</tr>
<tr>
<td>Program participants</td>
<td>6,030</td>
<td>4,765</td>
<td>5,046</td>
<td>4,987</td>
<td>5,100</td>
<td>2,618</td>
<td>1,990</td>
<td>2,368</td>
<td>2,469</td>
<td>2,048</td>
</tr>
<tr>
<td>Senior Center daily average attendance</td>
<td>42</td>
<td>34</td>
<td>40</td>
<td>40</td>
<td>22</td>
<td>25</td>
<td>63</td>
<td>65</td>
<td>53</td>
<td>56</td>
</tr>
<tr>
<td>Multi Arts participants ¹</td>
<td>6,000</td>
<td>6,000</td>
<td>6,200</td>
<td>4,700</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Swimming pool admissions ⁴</td>
<td>15,280</td>
<td>16,759</td>
<td>12,859</td>
<td>12,356</td>
<td>10,804</td>
<td>10,840</td>
<td>11,431</td>
<td>10,723</td>
<td>10,751</td>
<td>0</td>
</tr>
<tr>
<td>Lakeside Golf Course - rounds of golf³</td>
<td>24,515</td>
<td>25,577</td>
<td>29,247</td>
<td>29,764</td>
<td>31,237</td>
<td>29,563</td>
<td>27,651</td>
<td>27,103</td>
<td>26,952</td>
<td>18,824</td>
</tr>
<tr>
<td>Mini bus rides ⁴</td>
<td>1,974</td>
<td>516</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Volumes in library</td>
<td>95,219</td>
<td>97,555</td>
<td>100,119</td>
<td>110,918</td>
<td>110,728</td>
<td>111,072</td>
<td>101,941</td>
<td>98,312</td>
<td>92,134</td>
<td>87,916</td>
</tr>
<tr>
<td>Total circulation of library materials</td>
<td>364,243</td>
<td>370,043</td>
<td>369,340</td>
<td>369,191</td>
<td>360,423</td>
<td>353,860</td>
<td>362,895</td>
<td>373,257</td>
<td>368,164</td>
<td>352,953</td>
</tr>
<tr>
<td>Community Center admissions</td>
<td>130,141</td>
<td>131,202</td>
<td>118,082</td>
<td>132,251</td>
<td>137,541</td>
<td>159,548</td>
<td>138,807</td>
<td>123,538</td>
<td>125,715</td>
<td>136,735</td>
</tr>
<tr>
<td><strong>General government</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Supported micro-computers by IT</td>
<td>421</td>
<td>468</td>
<td>511</td>
<td>590</td>
<td>450</td>
<td>450</td>
<td>450</td>
<td>450</td>
<td>450</td>
<td>450</td>
</tr>
<tr>
<td>Helpdesk/trouble calls by IT</td>
<td>2,084</td>
<td>2,429</td>
<td>2,785</td>
<td>3,355</td>
<td>2,500</td>
<td>2,100</td>
<td>2,050</td>
<td>2,800</td>
<td>2,500</td>
<td>2,800</td>
</tr>
<tr>
<td>Ordinances drafted</td>
<td>36</td>
<td>32</td>
<td>35</td>
<td>37</td>
<td>52</td>
<td>35</td>
<td>35</td>
<td>36</td>
<td>26</td>
<td>31</td>
</tr>
<tr>
<td><strong>Financial administration</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Computer generated accounts payable checks</td>
<td>2,888</td>
<td>3,382</td>
<td>3,945</td>
<td>2,598</td>
<td>2,218</td>
<td>2,399</td>
<td>2,374</td>
<td>2,414</td>
<td>2,876</td>
<td>2,721</td>
</tr>
<tr>
<td>Budget revisions/amendments processed</td>
<td>388</td>
<td>428</td>
<td>325</td>
<td>274</td>
<td>317</td>
<td>289</td>
<td>271</td>
<td>281</td>
<td>404</td>
<td>361</td>
</tr>
<tr>
<td>Requisitions reviewed</td>
<td>1,794</td>
<td>1,541</td>
<td>1,355</td>
<td>1,231</td>
<td>1,228</td>
<td>1,639</td>
<td>1,515</td>
<td>1,295</td>
<td>1,390</td>
<td>1,119</td>
</tr>
<tr>
<td>Municipal Court cases</td>
<td>9,289</td>
<td>7,815</td>
<td>8,165</td>
<td>6,880</td>
<td>7,568</td>
<td>7,263</td>
<td>6,532</td>
<td>8,009</td>
<td>6,957</td>
<td>7,346</td>
</tr>
<tr>
<td><strong>Streets and sewers</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Signs made</td>
<td>346</td>
<td>571</td>
<td>251</td>
<td>1,142</td>
<td>814</td>
<td>736</td>
<td>250</td>
<td>451</td>
<td>541</td>
<td>1,095</td>
</tr>
<tr>
<td>Crack sealant blocks ⁸</td>
<td>143</td>
<td>117</td>
<td>216</td>
<td>0</td>
<td>49</td>
<td>6,237</td>
<td>16,475</td>
<td>9,090</td>
<td>88</td>
<td>76</td>
</tr>
<tr>
<td>Slurry sealant blocks</td>
<td>8</td>
<td>39</td>
<td>29</td>
<td>26</td>
<td>40</td>
<td>0</td>
<td>8</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Concrete replacement (cu. yds.)</td>
<td>1,162</td>
<td>1,207</td>
<td>1,714</td>
<td>1,229</td>
<td>1,169</td>
<td>1,252</td>
<td>1,425</td>
<td>516</td>
<td>974</td>
<td>923</td>
</tr>
<tr>
<td><strong>Health and welfare</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Developments reviewed</td>
<td>69</td>
<td>39</td>
<td>80</td>
<td>52</td>
<td>73</td>
<td>66</td>
<td>66</td>
<td>65</td>
<td>67</td>
<td>74</td>
</tr>
<tr>
<td>Code enforcement inspections ⁹</td>
<td>4,722</td>
<td>4,975</td>
<td>5,574</td>
<td>5,638</td>
<td>7,059</td>
<td>8,114</td>
<td>6,061</td>
<td>5,204</td>
<td>811</td>
<td>2,230</td>
</tr>
<tr>
<td>High grass and weed cases ⁹</td>
<td>373</td>
<td>1,055</td>
<td>1,076</td>
<td>266</td>
<td>40</td>
<td>309</td>
<td>635</td>
<td>699</td>
<td>101</td>
<td>143</td>
</tr>
<tr>
<td>Trees and shrubs planted</td>
<td>94</td>
<td>56</td>
<td>0</td>
<td>70</td>
<td>50</td>
<td>42</td>
<td>0</td>
<td>501</td>
<td>450</td>
<td></td>
</tr>
</tbody>
</table>

(continued…page 33)
## Operating Indicators by Function/Program

### Last Ten Fiscal Years...

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Electric, water, and wastewater operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Electric connections</td>
<td>20,580</td>
<td>20,338</td>
<td>20,208</td>
<td>20,856</td>
<td>21,399</td>
<td>20,339</td>
<td>20,624</td>
<td>20,476</td>
<td>20,921</td>
<td>21,071</td>
</tr>
<tr>
<td>Water connections</td>
<td>16,654</td>
<td>16,312</td>
<td>16,218</td>
<td>16,390</td>
<td>16,256</td>
<td>16,607</td>
<td>17,015</td>
<td>17,077</td>
<td>18,695</td>
<td>18,779</td>
</tr>
<tr>
<td>Waterline repairs 10</td>
<td>176</td>
<td>85</td>
<td>900</td>
<td>252</td>
<td>349</td>
<td>340</td>
<td>300</td>
<td>189</td>
<td>216</td>
<td>225</td>
</tr>
<tr>
<td>Water treated (million gallons)</td>
<td>2,567</td>
<td>2,338</td>
<td>2,282</td>
<td>2,438</td>
<td>2,407</td>
<td>2,321</td>
<td>2,400</td>
<td>4,472</td>
<td>4,472</td>
<td>2,586</td>
</tr>
<tr>
<td>Sewage treated (million gallons)</td>
<td>1,957</td>
<td>2,048</td>
<td>1,648</td>
<td>1,651</td>
<td>1,825</td>
<td>1,905</td>
<td>1,799</td>
<td>1,776</td>
<td>1,671</td>
<td>1,596</td>
</tr>
<tr>
<td>Sanitation operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Landfill usage (tons)</td>
<td>19,602</td>
<td>18,986</td>
<td>19,713</td>
<td>18,631</td>
<td>18,605</td>
<td>18,602</td>
<td>19,006</td>
<td>19,076</td>
<td>20,200</td>
<td>21,072</td>
</tr>
<tr>
<td>Yard waste hauled (tons)</td>
<td>1,135</td>
<td>1,002</td>
<td>1,403</td>
<td>1,021</td>
<td>1,071</td>
<td>1,040</td>
<td>1,424</td>
<td>1,233</td>
<td>992</td>
<td>1,121</td>
</tr>
<tr>
<td>Fleet operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vehicles maintained</td>
<td>346</td>
<td>271</td>
<td>305</td>
<td>362</td>
<td>494</td>
<td>539</td>
<td>573</td>
<td>575</td>
<td>580</td>
<td>495</td>
</tr>
<tr>
<td>Fleet job orders completed</td>
<td>3,789</td>
<td>3,721</td>
<td>3,754</td>
<td>3,848</td>
<td>4,284</td>
<td>4,540</td>
<td>5,095</td>
<td>3,886</td>
<td>2,256</td>
<td>2,166</td>
</tr>
<tr>
<td>Airport operations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Air traffic operations (avg month)</td>
<td>5,976</td>
<td>4,324</td>
<td>4,994</td>
<td>4,885</td>
<td>4,945</td>
<td>4,911</td>
<td>5,526</td>
<td>5,765</td>
<td>5,899</td>
<td>6,520</td>
</tr>
</tbody>
</table>

---

1. operation of ambulance service assumed by the Western Payne County Ambulance Trust Authority on May 1, 2011
2. acres mowed times number of mowing
3. operation of the Multi Arts programming was assumed by The Friends of the Multi Arts Center, Inc from May 1, 2012 to July 1, 2017; Oklahoma State University was granted operation of the Multi Arts on July 1, 2017.
4. in April 2018 Stillwater YMCA Center assumed management of the municipal pool
5. 2018 data is for the period of July 1, 2017 through February 28, 2018; Henderson Golf assumed management of golf course on March 1, 2018
6. mini bus program ended March 2010
7. 2016 measurement includes contracted longline striping
8. measured in lbs. in 2014-2016
9. measured based on number of contacts in 2009-2016 and 2018; 2017 measured per case
10. 2009-2010 includes water main repairs only; beginning in 2011, both water main and service line repairs are included.

STANDARDS OF EXCELLENCE

City staff follows the Standards of Excellence, which is the customer service initiative referenced in Objective #1.3.

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

**WE ARE COMMITTED**
We are committed to supporting the City’s mission and our duty to provide high-quality programs and services.

**WE ARE KNOWLEDGEABLE**
We strive to keep up-to-date in our areas of expertise to better serve our community.

**WE ARE WILLING**
We are eager to grow, learn, and help while maintaining an upbeat attitude.

**The City of Stillwater, Oklahoma**

**PERFORMANCE-DRIVEN**
We are productive, resourceful and adept at addressing issues, problems and other concerns.

**WE ARE FLEXIBLE**
We demonstrate a willingness to embrace different possibilities, opportunities, thoughts, views, suggestions and experiences to find common ground.

**WE TAKE INITIATIVE**
We choose to be proactive and resourceful beyond our typical responsibilities, to help others.

**WE ARE INNOVATIVE**
We are not afraid to try new things. We anticipate change and look for forward-thinking solutions that move our organization to the next level.

**WE VALUE TEAMWORK**
We coordinate our efforts in the interest of a common goal.

**The City of Stillwater, Oklahoma**

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

**WE ARE PROFESSIONAL**
We exhibit good judgment, polite behavior and present ourselves in a mature, respectable manner. We take pride in our appearance and conduct.

**WE DEMONSTRATE STEWARDSHIP**
We maximize the resources entrusted to us through fiscal responsibility and thoughtful management.

**WE PROVIDE QUALITY**
We are committed to excellence in everything we do.

**The City of Stillwater, Oklahoma**

**RESPECTFUL**
We treat others as we expect to be treated—with respect and dignity.

**WE ARE APPROACHABLE**
We make others feel welcome, so they can ask for assistance.

**WE BUILD RapPORT**
We find value in connections with others.

**WE PRACTICE EMPATHY**
We try to understand and relate to the thoughts, emotions and experiences of others.

**WE SHOW COURTESY**
We are friendly, courteous and well mannered. We show concern for others.

**The City of Stillwater, Oklahoma**

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

**WE LISTEN**
We actively listen to understand everyone’s needs and points of view.

**WE ARE INFORMATIVE**
We provide helpful, relevant information and—when warranted—seek out additional information that may be beneficial.

**WE GIVE SUPPORT**
We provide resources, time and encouragement to help others meet their needs.

**WE ARE TIMELY**
We respond in a time frame appropriate to the situation.

**The City of Stillwater, Oklahoma**

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

**WE ARE ACCOUNTABLE**
We take full responsibility for our actions and decisions.

**WE ARE HONEST**
We are truthful, regardless of the outcome.

**WE ARE RELIABLE**
We do what we say we will do.

**WE HAVE INTEGRITY**
We do what is right, even when no one is watching.

**The City of Stillwater, Oklahoma**
## STILLWATER’S POPULATION AND DEMOGRAPHICS

https://www.census.gov/quickfacts/fact/table/stillwatercityoklahoma/PST045218

<table>
<thead>
<tr>
<th>Population estimates, July 1, 2017</th>
<th>49,829</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population estimates base, April 1, 2010</td>
<td>45,688</td>
</tr>
<tr>
<td>Population, percent change - April 1, 2010 (estimates base) to July 1, 2017</td>
<td>9.1%</td>
</tr>
<tr>
<td>Population, Census, April 1, 2010</td>
<td>45,688</td>
</tr>
</tbody>
</table>

### AGE AND SEX

<table>
<thead>
<tr>
<th>Persons under 5 years, percent</th>
<th>4.6%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons under 18 years, percent</td>
<td>15.8%</td>
</tr>
<tr>
<td>Persons 65 years and over, percent</td>
<td>8.9%</td>
</tr>
<tr>
<td>Female persons, percent</td>
<td>48.7%</td>
</tr>
</tbody>
</table>

### RACE AND HISPANIC ORIGIN

<table>
<thead>
<tr>
<th>White alone, percent</th>
<th>78.4%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black or African American alone, percent</td>
<td>4.9%</td>
</tr>
<tr>
<td>American Indian and Alaska Native alone, percent</td>
<td>4.0%</td>
</tr>
<tr>
<td>Asian alone, percent</td>
<td>6.9%</td>
</tr>
<tr>
<td>Native Hawaiian and Other Pacific Islander alone, percent</td>
<td>0.1%</td>
</tr>
<tr>
<td>Two or More Races, percent</td>
<td>4.2%</td>
</tr>
<tr>
<td>Hispanic or Latino, percent</td>
<td>5.0%</td>
</tr>
<tr>
<td>White alone, not Hispanic or Latino, percent</td>
<td>74.2%</td>
</tr>
</tbody>
</table>

### POPULATION CHARACTERISTICS

<table>
<thead>
<tr>
<th>Veterans, 2013-2017</th>
<th>1,815</th>
</tr>
</thead>
<tbody>
<tr>
<td>Foreign born persons, percent, 2013-2017</td>
<td>9.9%</td>
</tr>
</tbody>
</table>

### HOUSING

<table>
<thead>
<tr>
<th>Owner-occupied housing unit rate, 2013-2017</th>
<th>35.7%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median value of owner-occupied housing units, 2013-2017</td>
<td>$162,300</td>
</tr>
<tr>
<td>Median selected monthly owner costs -with a mortgage, 2013-2017</td>
<td>$1,434</td>
</tr>
<tr>
<td>Median selected monthly owner costs -without a mortgage, 2013-2017</td>
<td>$499</td>
</tr>
<tr>
<td>Median gross rent, 2013-2017</td>
<td>$775</td>
</tr>
</tbody>
</table>

### FAMILIES & LIVING ARRANGEMENTS

<table>
<thead>
<tr>
<th>Households, 2013-2017</th>
<th>18,567</th>
</tr>
</thead>
<tbody>
<tr>
<td>Persons per household, 2013-2017</td>
<td>2.24</td>
</tr>
<tr>
<td>Living in same house 1 year ago, percent of persons age 1 year+, 2013-2017</td>
<td>65.6%</td>
</tr>
<tr>
<td>Language other than English spoken at home, percent of persons age 5 years+, 2013-2017</td>
<td>10.7%</td>
</tr>
</tbody>
</table>

### COMPUTER AND INTERNET USE

<table>
<thead>
<tr>
<th>Households with a computer, percent, 2013-2017</th>
<th>92.2%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Households with a broadband Internet subscription, percent, 2013-2017</td>
<td>82.2%</td>
</tr>
</tbody>
</table>
## EDUCATION
- High school graduate or higher, percent of persons age 25 years+, 2013-2017: 95.2%
- Bachelor’s degree or higher, percent of persons age 25 years+, 2013-2017: 48.4%

## HEALTH
- With a disability, under age 65 years, percent, 2013-2017: 6.0%
- Persons without health insurance, under age 65 years, percent: 12.6%

## ECONOMY
- In civilian labor force, total, percent of population age 16 years+, 2013-2017: 57.3%
- In civilian labor force, female, percent of population age 16 years+, 2013-2017: 53.7%
- Total accommodation and food services sales, 2012 ($1,000): 134,819
- Total health care and social assistance receipts/revenue, 2012 ($1,000): 240,170
- Total manufacturers shipments, 2012 ($1,000): 343,232
- Total merchant wholesaler sales, 2012 ($1,000): 163,526
- Total retail sales, 2012 ($1,000): 739,162
- Total retail sales per capita, 2012: $15,875

## TRANSPORTATION
- Mean travel time to work (minutes), workers age 16 years+, 2013-2017: 15.3

## INCOME & POVERTY
- Per capita income in past 12 months (in 2017 dollars), 2013-2017: $21,286
- Persons in poverty, percent: 34.3%

## BUSINESSES
- All firms, 2012: 3,338
- Men-owned firms, 2012: 1,814
- Women-owned firms, 2012: 950
- Minority-owned firms, 2012: 357
- Nonminority-owned firms, 2012: 2,758
- Veteran-owned firms, 2012: 2,702
- Nonveteran-owned firms, 2012: 2,702

## GEOGRAPHY
- Population per square mile, 2010: 1,546.9
- Land area in square miles, 2010: 29.54
# KEY COMMUNITY FOCUS GROUP FINDINGS
(ChandlerThinks 2014)

## Adjectives that best describe Stillwater
- Active/engaged
- Changing
- Clean
- College town
- Comfortable
- Diverse
- Educated/smart
- Family-oriented
- Friendly/welcoming
- Growing
- Home
- Lively/vibrant/dynamic/energetic
- Peaceful/quiet
- Progressive
- Safe
- Small
- Youthful/young

## Strengths and Opportunities
- Home of OSU
- Great environment to raise a family
- Great schools
- Proximity to OKC and Tulsa
- Opportunities for young professionals
- OSU and Meridian Technology should be leveraged more when it comes to economic development.
- Strong downtown

## Challenges and Threats
- Providing things to do for young people, young families
- Infrastructure for growing community
- Retaining OSU graduates following graduation
- Perceived lack of shopping options
- Perceived lack of employment opportunities
KEY FINDINGS: CITIZEN SATISFACTION SURVEY 2017

To review the survey, visit http://stillwater.org/document-center/detail/id/252

Perceptions of the Community

Eighty-six percent (86%) of the residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the overall quality of life in Stillwater; 83% were “very satisfied” or “satisfied” with the City as a place to raise children and 71% were “very satisfied” or “satisfied” with Stillwater as a place to work.

Eighty-eight percent (88%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the feeling of safety in their neighborhood. Other areas that received ratings of “very satisfied” or “satisfied” include: overall feeling of safety in the City (86%), overall image of the City (74%) and physical appearance of neighborhoods (73%).

Customer Services

Of the 36% of respondents who called or visited the City with a question, problem or complaint during the past year, 74% of residents who had an opinion were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the professionalism and courtesy of the employee they contacted; 70% indicated they were “very satisfied” or “satisfied” with how easy it was to contact the person they needed and 65% were “very satisfied” or “satisfied” with how quickly the City responded to their concern.

Police Services

Eighty-one percent (81%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the overall quality of police services; 80% were “very satisfied” or “satisfied” with the effectiveness of local police protection and 78% were “very satisfied” or “satisfied” with how quickly police respond to emergencies. Residents were least satisfied with parking enforcement services (60% “very satisfied” or “satisfied”).

Based on the sum of their top two choices, the police services that residents felt should receive the most emphasis from City leaders over the next two years were: (1) the City’s overall efforts to prevent crime and (2) the visibility of police in neighborhoods.

Fire, Rescue and Medical Emergency Services

Ninety percent (90%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the overall quality of local fire protection and rescue services; 86% were “very satisfied” or “satisfied” with the professionalism of responding Fire Department personnel and 78% were “very satisfied” or “satisfied” with the overall quality of local emergency medical services. Residents were least satisfied with the overall inspection and code enforcement process (69% “very satisfied” or “satisfied”).

Based on the sum of their top two choices, the fire, rescue and medical emergency services that residents felt should receive the most emphasis from City leaders over the next two years were: (1) the overall quality of local emergency medical services and (2) the overall quality of local fire protection and rescue services.

CONTINUED…
Mobility and Infrastructure

Two-thirds (66%) of the residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the maintenance of street signs and traffic signals in the City; 58% were “very satisfied” or “satisfied” with the overall ease of parking near the areas they usually visit and 50% were “very satisfied” or “satisfied” with the adequacy of street lighting. Residents were least satisfied with the overall maintenance of streets (18% “very satisfied” or “satisfied”).

Based on the sum of their top two choices, the areas of mobility and infrastructure that residents felt should receive the most emphasis from City leaders over the next two years were: (1) the overall maintenance of streets and (2) the overall adequacy of the City’s street drainage.

Neighborhood Services

Sixty-six percent (66%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the overall cleanliness of streets and other public areas; 50% were “very satisfied” or “satisfied” with the overall quality of neighborhood services and 41% were “very satisfied” or “satisfied” with enforcing clean-up of trash and debris on private property. Residents were least satisfied with enforcing exterior maintenance of residential property (35% “very satisfied” or “satisfied”).

Based on the sum of their top two choices, the neighborhood services that residents felt should receive the most emphasis from City leaders over the next two years were: (1) enforcing clean-up of trash and debris on private property and (2) overall cleanliness of streets and other public areas.

Parks and Recreation Services

Eighty-two percent (82%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the overall quality of city parks; 79% were “very satisfied” or “satisfied” with the maintenance of city parks, landscapes and facilities and 77% were “very satisfied” or “satisfied” with the quality of park facilities such as picnic shelters, playgrounds and splash pads. Residents were least satisfied with the quality of the City swimming pool and programs (53% “very satisfied” or “satisfied”).

Based on the sum of their top two choices, the parks and recreation services that residents felt should receive the most emphasis from City leaders over the next two years were: (1) maintenance of city parks, landscapes and facilities and (2) the quality of the City’s walking and biking trails.

Cultural, Artistic, and Historic Endeavors

Eighty percent (80%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the quality of programs and activities at the Stillwater Public Library; 71% were “very satisfied” or “satisfied” with the quality of the City’s annual special events, and 68% were “very satisfied” or “satisfied” with the quality of programs and activities at the City’s Sheerar Museum of Stillwater History. Residents were least satisfied with the quality of public art (e.g. statues, murals) (57% “very satisfied” or “satisfied”).
KEY FINDINGS: CITIZEN SATISFACTION SURVEY 2017
To review the survey, visit http://stillwater.org/document-center/detail/id/252

Waste Collection and Recycling Services
Eighty-seven percent (87%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the quality of curbside trash collection services; 81% were “very satisfied” or “satisfied” with quality of curbside recycling cart service and 73% were “very satisfied” or “satisfied” with the quality of the Convenience Collection Center. Residents were least satisfied with the quality of curbside bulky item pick-up service (56% “very satisfied” or “satisfied”).

Based on the sum of their top two choices, the waste collection and recycling services that residents felt should receive the most emphasis from City leaders over the next two years were: (1) the overall cleanliness of streets and other public areas and (2) the quality of curbside trash collection services.

Electric Utility Services
Eighty-one percent (81%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the timeliness of outage restorations in the City and 81% were “very satisfied” or “satisfied” with the overall quality of City electric utility service.

Water Resources Services
Sixty-eight percent (68%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the timeliness of water/sewer line break repairs in the City, and 68% were “very satisfied” or “satisfied” the quality of customer service during these repairs.

Communications Services
Seventy-one percent (71%) of residents surveyed, who had an opinion, were “very satisfied” or “satisfied” (rating of 4 or 5 on a 5-point scale) with the effectiveness of communications during severe weather and 58% were “very satisfied” or “satisfied” the availability of information about city programs and services. More than half (51%) of residents indicated they get information about City of Stillwater programs and services from the City website; 44% get their information from newspapers and 42% from utility bill inserts.

Economic Development
Most (91%) of the residents surveyed, who had an opinion, indicated it was “very important” or important” (rating of 4 or 5 on a 5-point scale) to develop and implement programs to retain and support existing businesses; 91% felt it was “very important” or “important” to create and attract a diversified, vibrant, and sustainable economy through attraction and support of businesses and 67% felt it was “very important” or “important” to attract tourism to the area.