



City of College Place

City Council Work Session

Strategic Planning

April 17, 2017

By Lawson F. Knight

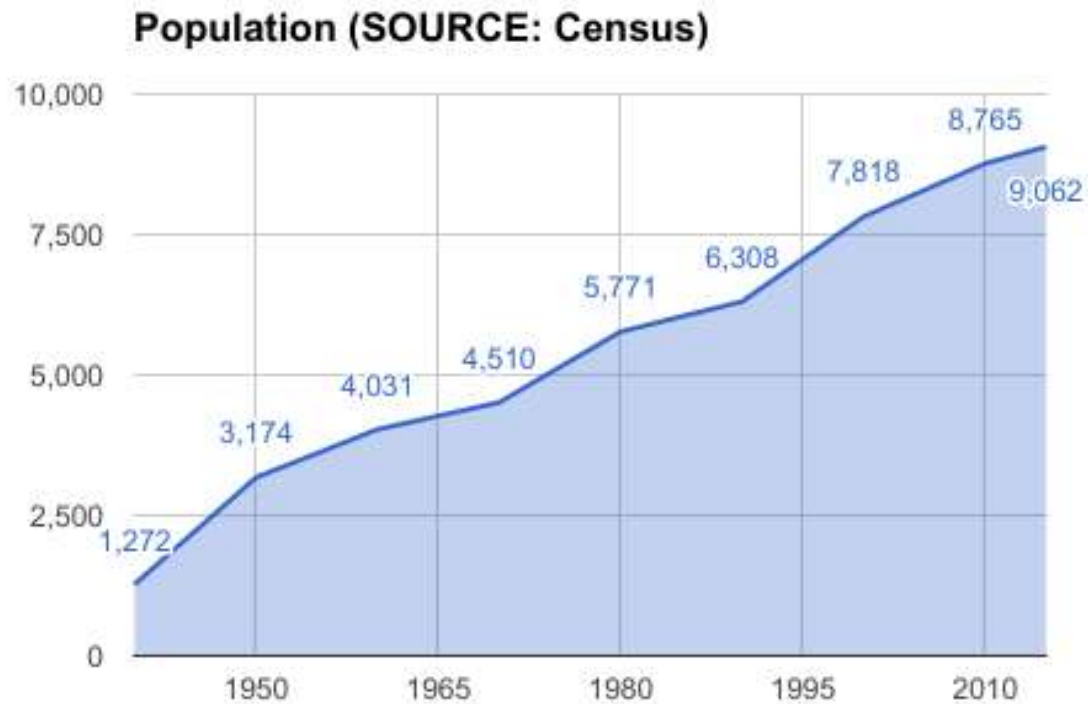
History



- *The College*
- *Economic Development*
- *City Services and Streets*
- *Taxes and revenue*
- *Water*

SOURCE: [College Place — Thumbnail History](#)

Population



State of the City,



- *Streets (CARS)*
- *Revenue and expense*
- *Water*
- *Staffing*
- *Economic development*
- *Infrastructure*
- *Communication*
- *Public safety*

SOURCE: Harvey Crowder, Mayor, 3/28/17



Online Survey

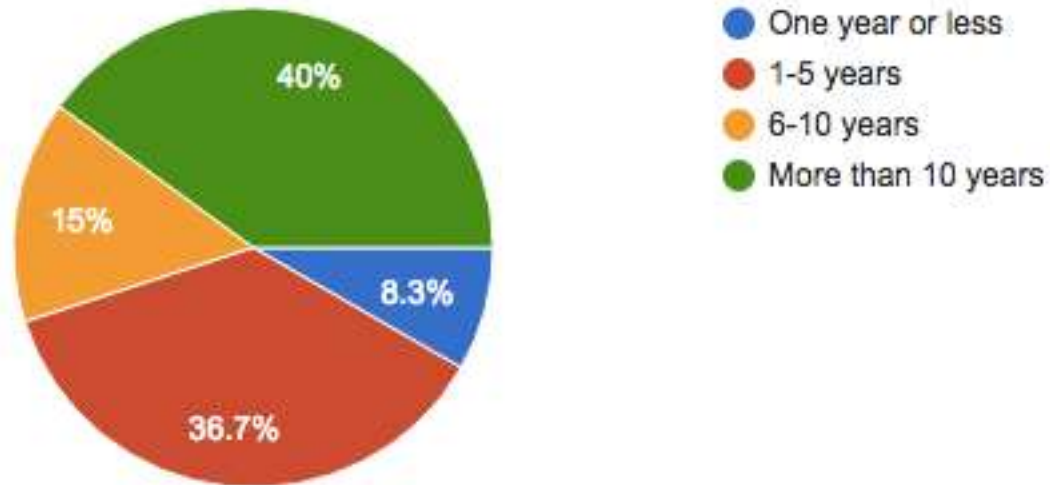
Administered online between 2/27/17 - 3/31/17

n = 124

Respondents



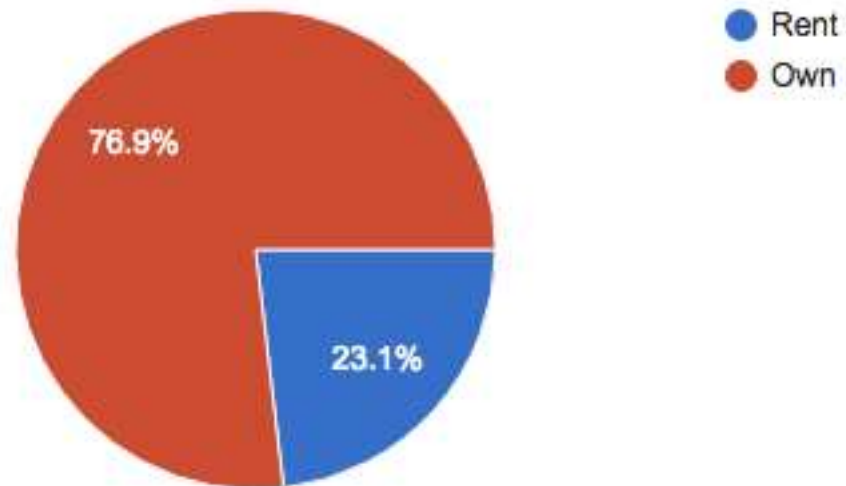
Length of Residency in College Place (120 responses)



Respondents



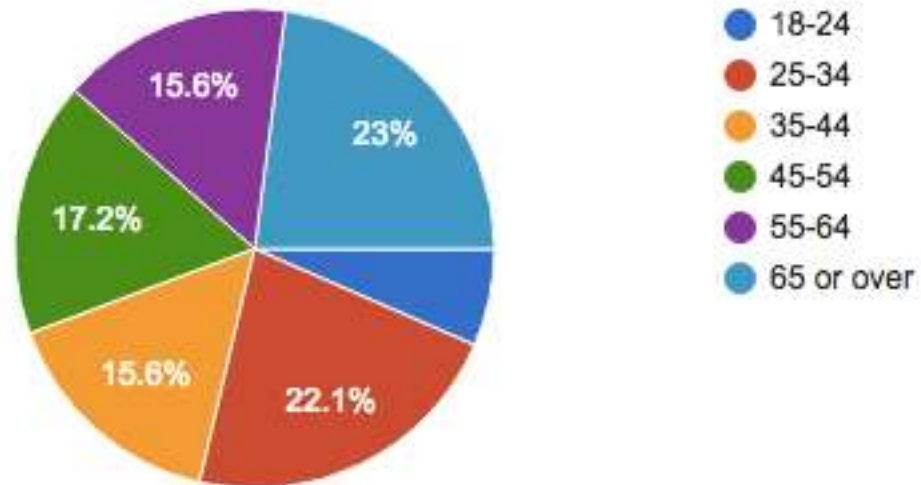
Rent or Own? (121 responses)



Respondents



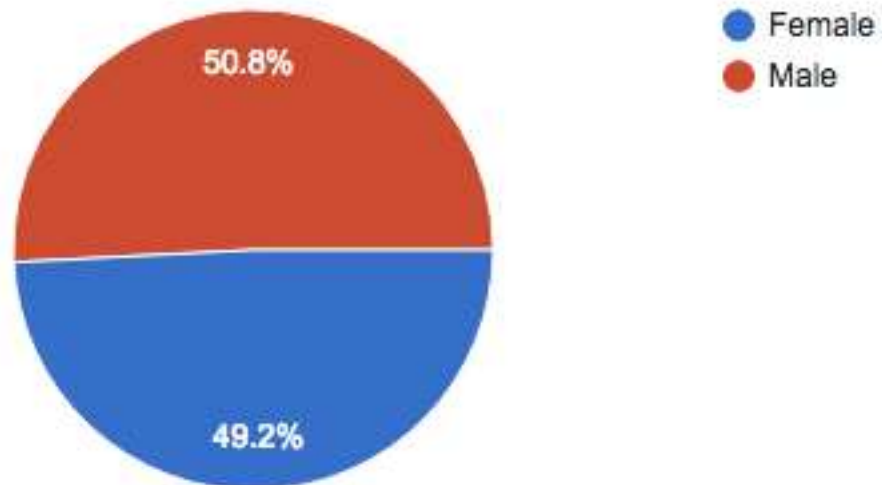
Age (122 responses)



Respondents



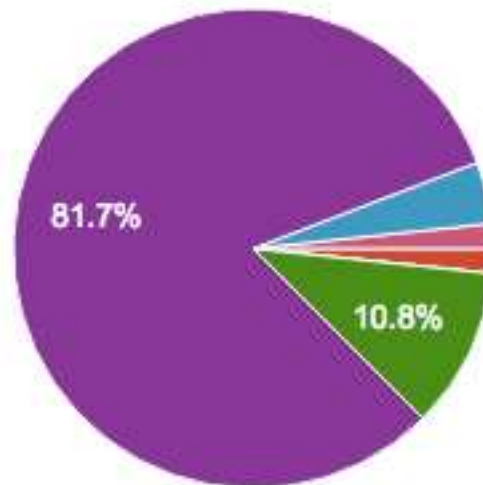
Gender (122 responses)



Respondents

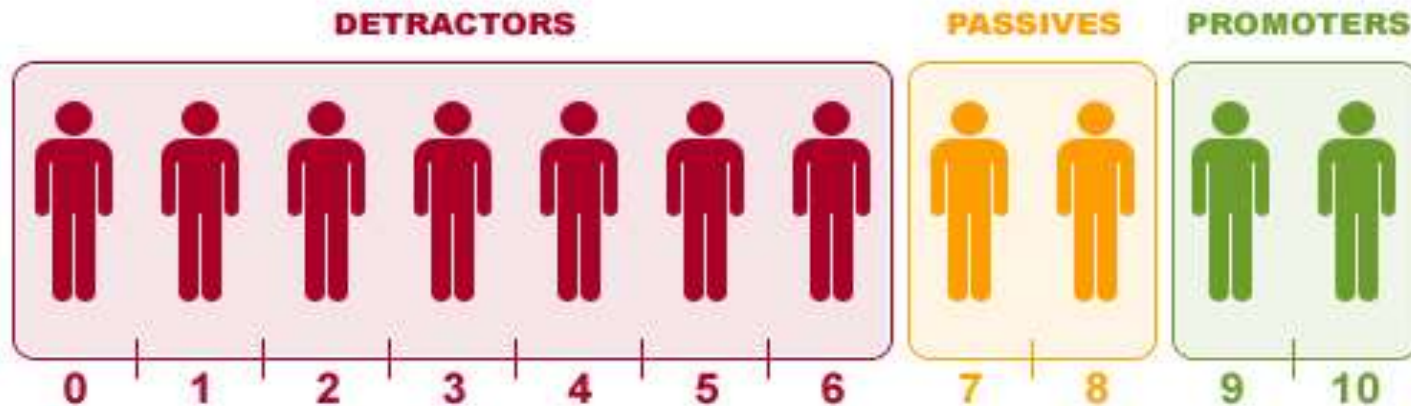


Ethnicity (120 responses)



- American Indian/Native
- Asian/Pacific Islander
- Black/African American
- Hispanic/Latino
- White/Caucasian
- Decline to Respond
- Other

Understanding Net Promoter Score (NPS)



$$\text{Net Promoter Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

Current Services - Summary



Service	NPS	Service	NPS
Fire	37.6	Municipal Court	0.0
Police	24.8	Administration	-3.4
City Clerk	11.3	Community Development	-8.6
Public Works & Engineering	8.7	Building	-13.1
Finance	4.2	Economic Development	-20.2

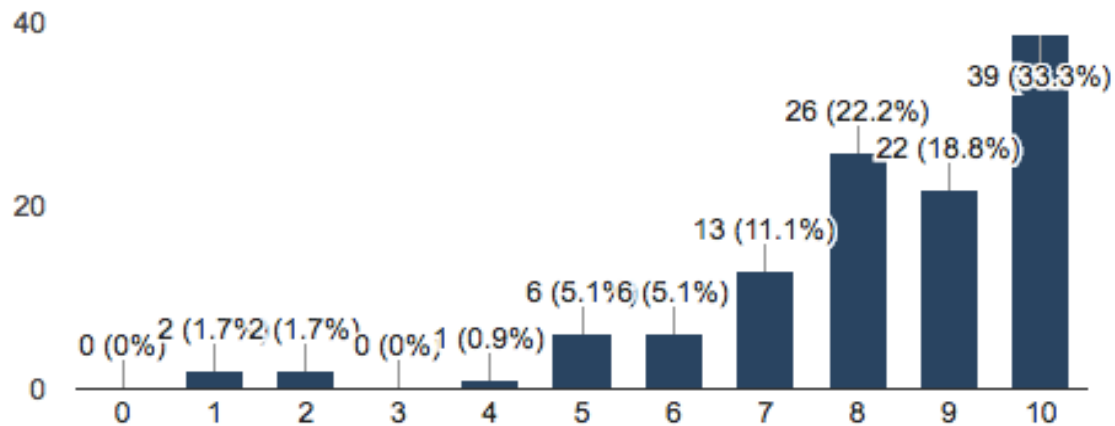
Current Services



NPS = 37.6

Fire

(117 responses)



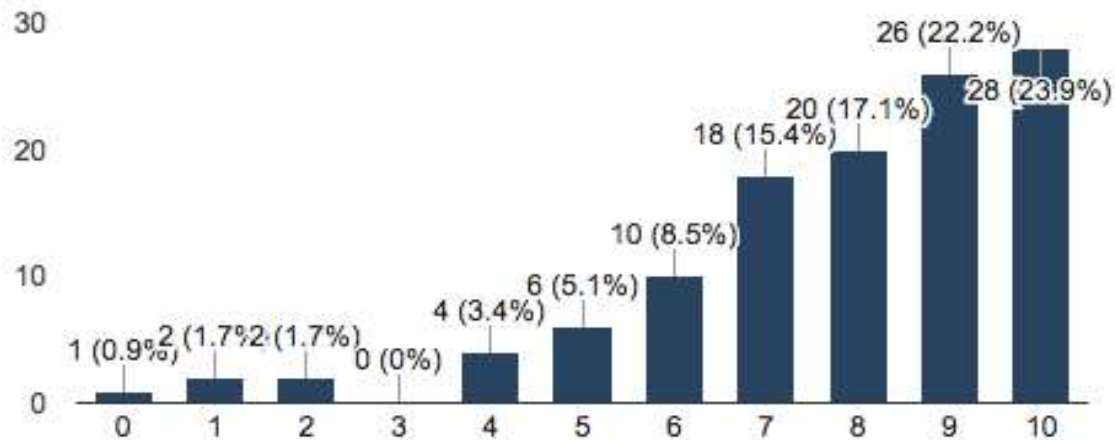
Current Services



NPS = 24.8

Police

(117 responses)



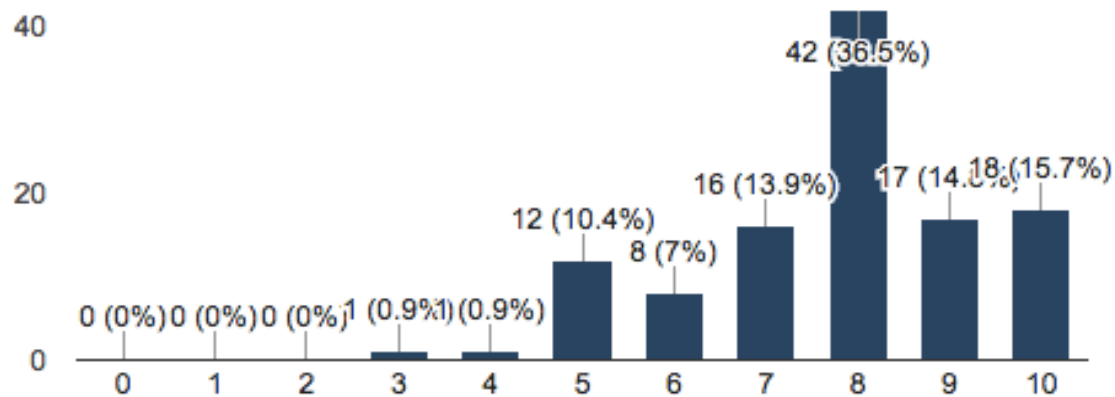


Current Services

NPS = 11.3

City Clerk

(115 responses)



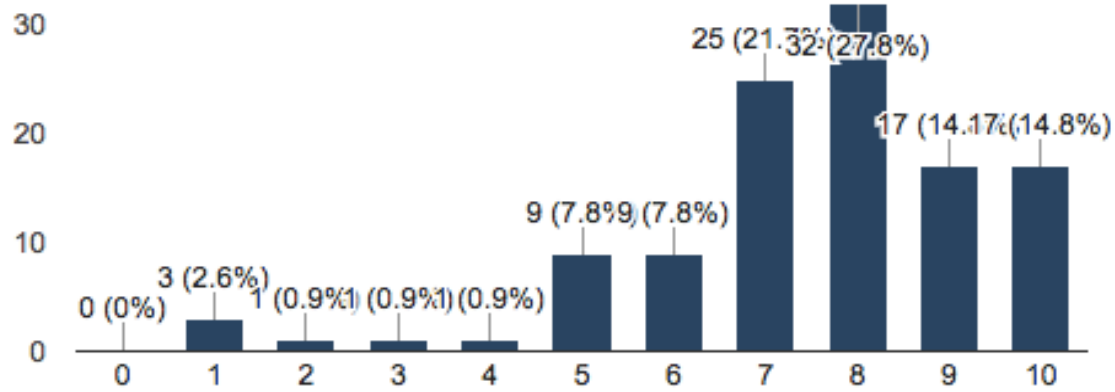
Current Services



NPS = 8.7

Public Works & Engineering

(115 responses)



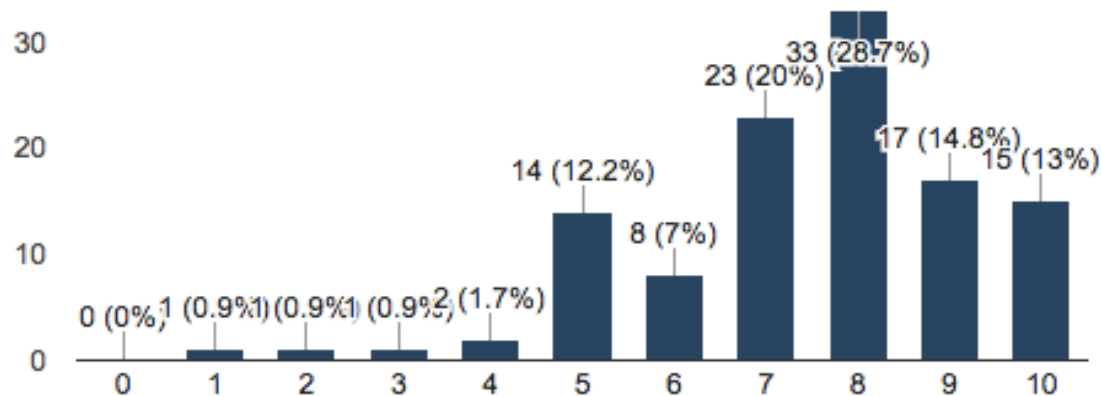


Current Services

NPS = 4.2

Finance Department

(115 responses)



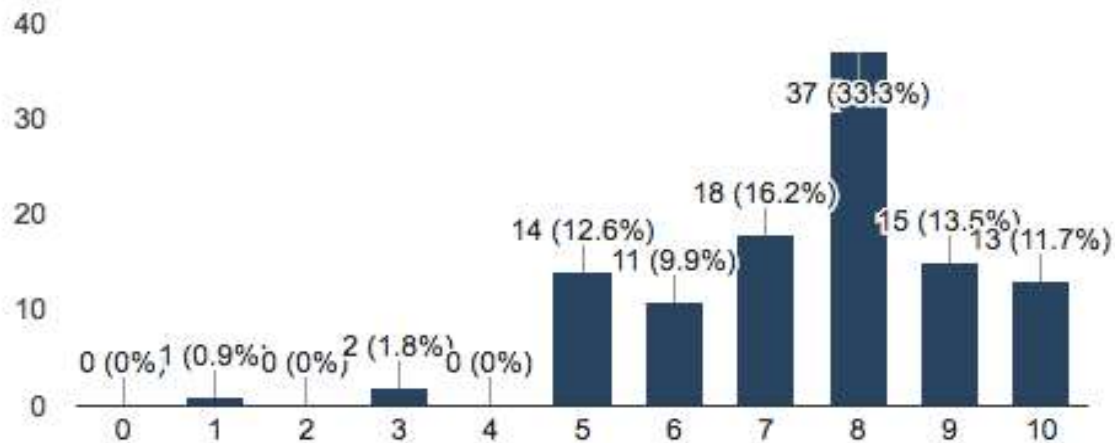
Current Services



NPS = 0.0

Municipal Court

(111 responses)



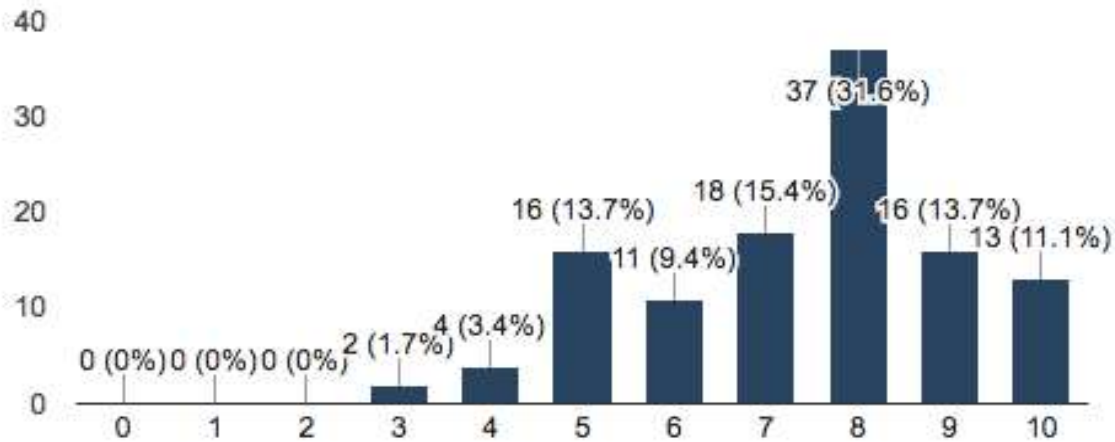
Current Services



NPS = -3.4

Administration

(117 responses)



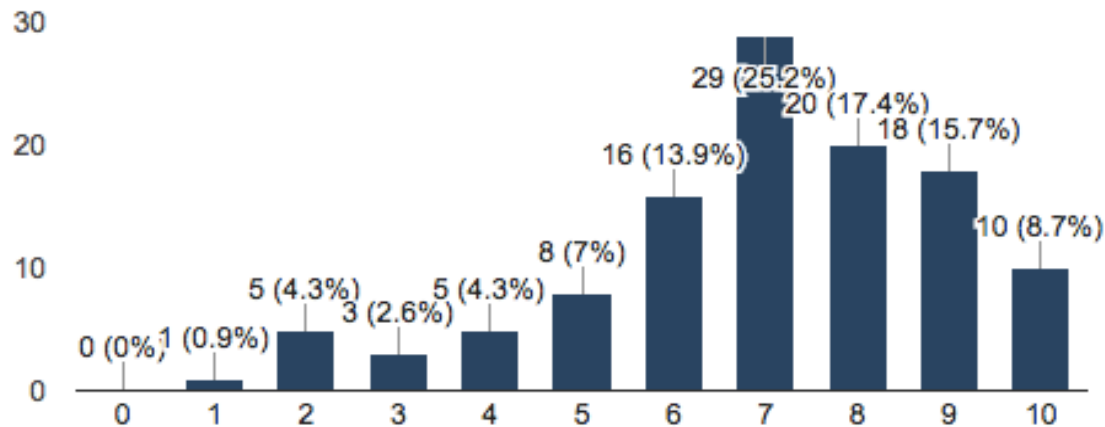
Current Services



NPS = -8.6

Community Development

(115 responses)



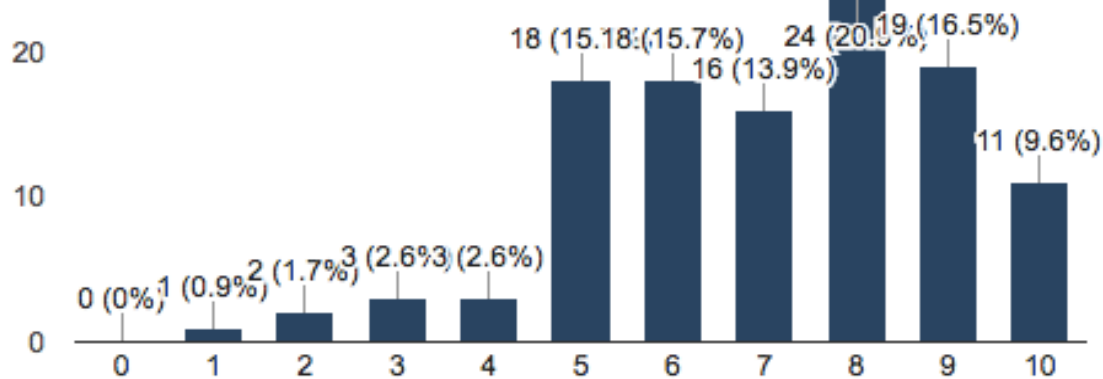
Current Services



NPS = -13.1

Building

(115 responses)



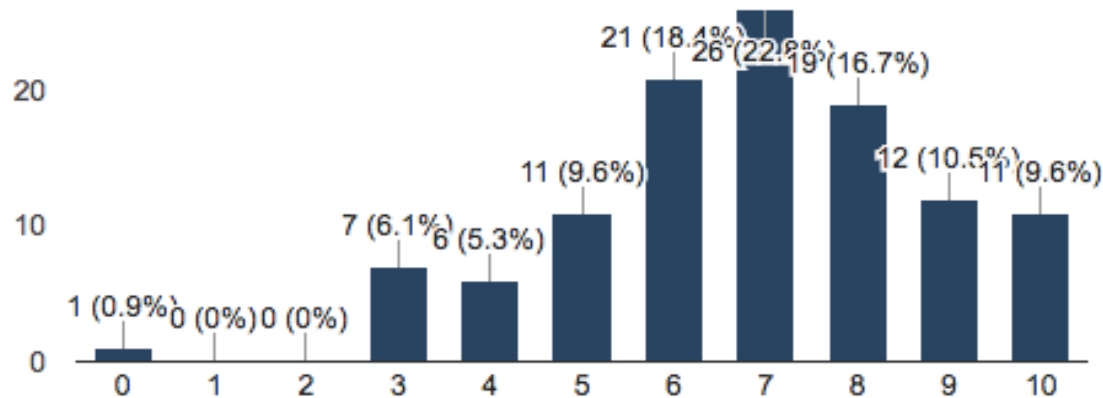
Current Services



NPS = -20.2

Economic Development

(114 responses)



Future Service Opportunities - Summary



Service	NPS
Library Services	5.7
Parks & Recreation Services	0.8

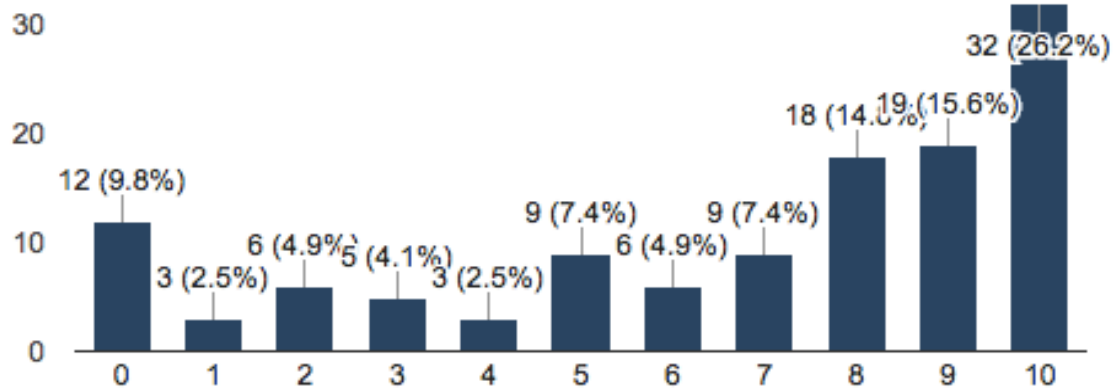
Future Service Opportunities



NPS = 5.7

Library Services

(122 responses)



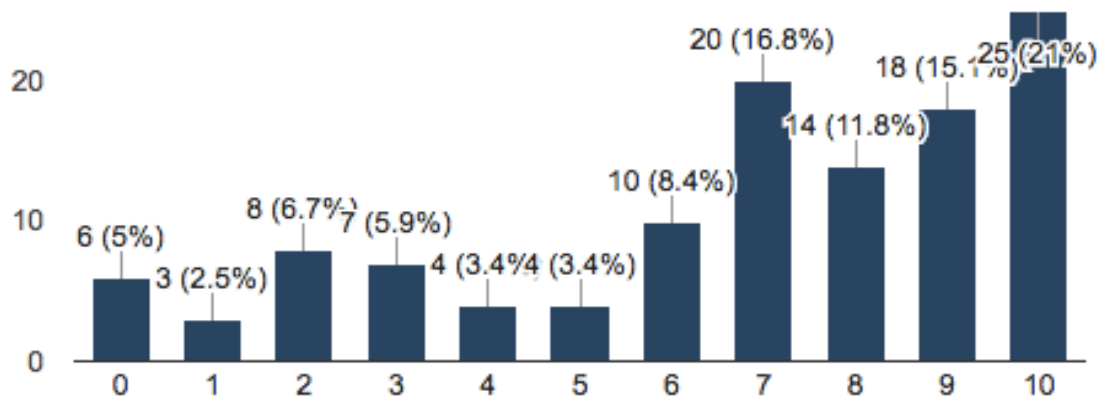


Future Service Opportunities

NPS = 0.8

Parks & Recreation Services

(119 responses)



What should the city start doing?



Streets

Economic
Development

Code Enforcement

Public Safety

Outreach & Communication

Parks & Recreation

Library

Identity

Infrastructure

Recycling

Downtown

Housing

What should the city do differently?



Streets

Economic Development
Infrastructure

Code Enforcement

Outreach &
Communication

Public Safety

Parks & Recreation

Water

Housing

What should the city stop doing?



Streets

Code Enforcement

Infrastructure

Outreach &
Communication
Public Safety



Community Engagement Sessions

Three meetings at (1) City Hall, (2) Walla Walla University and (3) College Place High School

n = 124

Session #1, City Hall, 2/23/17



SWOT Analysis

<i>Strengths</i>	<i>Weaknesses</i>
<p>Beautiful New Street Council and Staff cooperate and work well together New high school, new elementary school Appreciated the snowplowing this Winter Small city</p>	<p>Find ways to involved the non-English speakers in the community Community involvement No public Library Need sidewalks in central core of community Need more businesses on College Ave.</p>
<i>Opportunities</i>	<i>Threats</i>
<p>Economic development Library investment Improve safety at some street intersections (Larch & 12th signals)</p>	<p>Not a lot of community engagement Increasing gang activity in the Valley Run down neighborhoods Limited urban growth area</p>

Session #2, WWU, 3/1/17



SWOT Analysis

<i>Strengths</i>	<i>Weaknesses</i>
Quality education Public safety services Small town Friendly Quiet	Water conservation More business – restaurants Tax revenue Public transportation
<i>Opportunities</i>	<i>Threats</i>
Bike, walk trails Business/restaurants Library Rec center, parks	Crime Water resources Poverty & Homelessness Better management of growth and short-term rentals

Session #3, CP High School, 3/7/17



SWOT Analysis

<i>Strengths</i>	<i>Weaknesses</i>
Small town feel and engagement with city government Strong public and private education options	Lack of business Utilities Community support activities
<i>Opportunities</i>	<i>Threats</i>
Identity Planned Growth Public services	Issues created by uncontrolled growth Water supply Disaster preparedness Lack of growth Homelessness



Interviews

n = 33

Interviews



1. Amy Strang
2. Andrea Weckmueller-Behringer
3. Ashlee Langlois
4. Blake Underriner
5. Chris Garratt
6. Craig Christensen
7. Darel Tetz
8. Dave Woolson
9. David Winter
10. Emily Asmus
11. Harvey Crowder
12. Heather Schermann
13. Jay Snell
14. Jeff Kinne
15. Jim Johnson
16. John McVay
17. Jon Rickard
18. Kelli Leen
19. Ken Louderback
20. Larry Bohlmann
21. Mac Cleveland
22. Melodie Selby
23. Michael Rizzitiello
24. Michelle Kjeldgaard
25. Pat Reay
26. Paul Hartwig
27. Robert Benfield
28. Sara Archer
29. Sarah Killgore
30. Tim Payne
31. Tom Moran
32. Tony Betzold
33. William Breshears

Interview Questions



1. Before we get started is there anything you want to make sure I know about the City of College Place?
2. The City of College Place motto is “a great place to call home”. Does this fit your sense of what makes College Place, “College Place”? Why?
3. Given that motto, do you believe the City is doing what it set out to do? Why or why not?
4. What typifies a College Place resident?
5. What are the most pressing internal and/or external challenges facing the City today?
6. What gaps in the City Council and staff capabilities exist? What tells you that?
7. Do you think the City’s stakeholders get value for their investment in City services? Why or why not?
8. What’s the City do best? Why? What activity is the most weak? Why?
9. Many cities have libraries. College Place doesn’t. Is this something that should change. If so, how should the City provide these services?
10. The City of College Place has two parks and no recreation programming. Does the City need more parks? Does it need recreation programs? How should the City provide these services?
11. If the City Council could double its budget over the next three years, how would you spend the money? If you had to cut the budget in half, what would you give up?
12. If you could change one thing about how College Place operates, what would it be?
13. The magic wand question: If you had a magic wand loaded with three wishes for the City of College Place, what would you wish?
14. What haven’t I asked you that you think I need to know?

Structuring the data



- *Comments classified by:*
 - *Internally*
 - *Services*
 - *Council*
 - *Staff*
 - *Financial resources*
 - *Infrastructure*
 - *Culture*
 - *Externally*
 - *Context*
 - *Environment*

Recurring Themes



#1: Economic & community development

#2: Streets . . . **STREETS . . . STREETS**

#3: Desire for identity

#4: Hunger for outreach

#5: Public safety (larger patrol staff and code enforcement)

#6: Walla Walla Relationships – City and University

#7: *One-deep* staff

#8: Need for revenue

#9: Urban Growth Area and zoning

Identity



- *Motto*

- *Current*

- *A great place to call home*

- *Future*

- *Where small-town living and learning meet*

- *Cohesion*

- *Events*

- *Parades*
 - *Farmer's Markets*
 - *Festivals*

- *Public Spaces*

- *Downtown*
 - *Trails, sidewalks, walking paths, biking paths*
 - *Parks*

Personas

