

Strategic Plan

Together mapping the community's future



City of Washougal

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Strategic Plan Roadmap

Adopted by City Council

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City of Washougal Strategic Plan Roadmap 2013—2023

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1701 C Street, Washougal, Washington 98671

City of Washougal
SPAC
Strategic
Planning
Advisory
Committee



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Strategic Plan Roadmap

1. Mayor's Message

From the desk of Mayor Sean Guard

To the Citizens of Washougal –

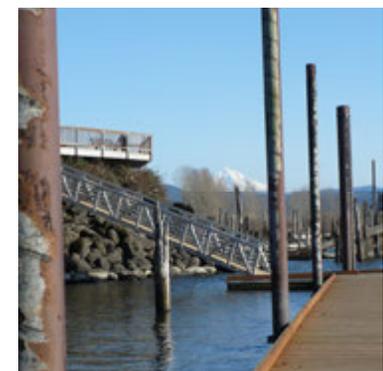
Envisioning the Strategic Plan as a community-based effort rather than a staff-driven enterprise, we hosted the first Strategic Planning Initiative meeting with our newly appointed citizen volunteers in February 2012. Selected for their broad range of life experience, diverse careers and education, the Strategic Planning Advisory Committee (SPAC) was tasked with crafting a “roadmap” to help guide the city of Washougal into the future.

The process involved working independently from city government or elected officials while utilizing support from a full time director, a strategic planning consultant and a part time staff member who were there to facilitate and direct efforts. The SPAC gathered information, analyzed internal and external drivers, identified critical issues and developed a strategic vision, values and mission. The committee has also provided strategic goals and strategies on how to achieve them.

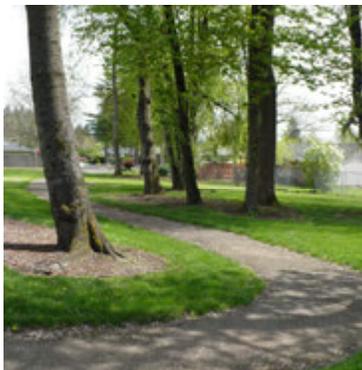
The Strategic Plan Initiative Roadmap will be used to assist city leaders in the development of annual operational plans and serve as a tool for decision making and resource allocation. It will also help raise awareness of current issues and opportunities. The Priority Goal Pillars of *Communication, Community Engagement, Core Services* and *Economic Development* will help employees focus on citizen desired services and initiatives.

Our commitment to the Strategic Plan is significant and our desire to implement both short-term and long-term goals will include active engagement, timelines for measuring progress and monitoring deliverables. Identifying responsible individuals, routine check-ins and updating the plan will be formalized and made part of departmental and/or individual performance reviews. We will take realistic steps in order to help ensure ongoing progress toward achieving the Strategic Plan Initiative Roadmap's goals and objectives.

Sean Guard, Washougal Mayor



2. Executive Summary



The Strategic Planning Advisory Committee (SPAC) was convened in March 2012. Comprised of nine citizens representing a broad cross section of the community, SPAC met with program management staff twice a month for eight months to deliver strategic plan components. Due to rapid changes in technology and current economic volatility, the committee focused on a 10-year horizon.

Based on community feedback from the public engagement campaign and a SWOC (strengths, weaknesses, opportunities and challenges) Analysis conducted during the planning process, SPAC proposed the following vision, community and organizational values, and mission statement to provide a foundation for Washougal's Strategic Plan:

Vision: Washougal will be a safe and economically vibrant community that successfully balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.

Values:	Community	Organizational
	Community involvement	Accountability
	Quality Education	Customer orientation
	Safe community	Excellent Services
	Small-town feel	Integrity
	Strong economy	Strong leadership

Mission: Our mission is to provide leadership and effective, fiscally responsible services that achieve our community's vision.

Priority Goal Pillars: The citizen committee also developed four priority goals that include recommended strategies to achieve those goals and indicators to monitor progress during the life of the plan.

Strategic Goal Statements: SPAC recommends the following as the most important city government focus areas for the next ten years:

1. **Communication:** Provide an open and accountable city government through effective communication in order to foster citizen participation.
2. **Community Engagement:** Support and promote opportunities for community engagement to build a sense of community and preserve our small-town feel.
3. **Core Services:** Provide effective leadership to ensure that Washougal residents receive quality, cost-effective municipal services.
4. **Economic Development:** Build a solid economic foundation to ensure a strong, diverse and sustainable local economy.

3. Introduction

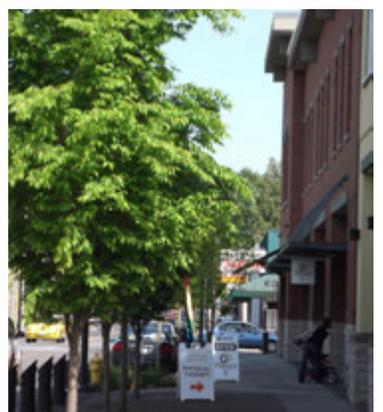
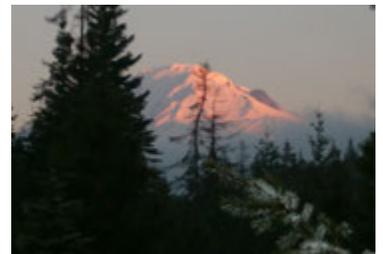
The Strategic Plan Initiative

Washougal Mayor Sean Guard introduced the Strategic Plan Initiative in January 2011 during a city council retreat in an effort to focus the city's programs and resources on what Washougal citizens value most and to chart a roadmap for the next 25 years. The Mayor recommended that the plan be developed by a committee of citizen volunteers and be presented to the city council for adoption. However, taking into account the rapid changes in technology and current economic volatility, it was decided the plan will focus on a 10-year horizon rather than 25. The plan will provide a strong baseline foundation that includes measurable goals and recommended timeframe for review and revision.

The strategic planning process is designed to affect long-term organizational performance and will not focus on individual areas or departments. Using an overarching process design, the strategic plan will assist city leaders and employees to establish common goals that support citizen initiatives and align with Washougal's vision, values and mission.

The resultant Strategic Plan Roadmap is a crucial tool that will:

- Guide and shape decisions
- Inform leadership about citizen priorities
- Establish a priority-setting framework
- Encourage decision makers to allocate resources to areas that matter most to the community specifically during budget cycle considerations
- Provide a basis for communication between leadership and the general community

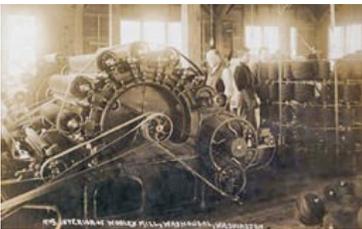


4. The Washougal Community

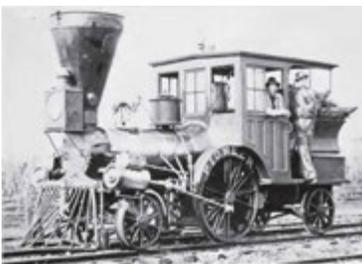


Located east of Vancouver on the banks of the Columbia River, the city is known as the “Gateway to the Gorge.” Incorporated in 1908, the city’s 2012 population is approximately 15,000 and is governed by a mayor and seven-member city council.

Nestled at the west end of the Columbia River Gorge scenic area, the community is surrounded by abundant scenic wonders from its waterfront to the nearby Washougal River which winds through the community and drains into the Columbia River near Camas. Due to its ideal location near the foothills of the Cascade Mountains, early travelers found the area easily accessible from either the mouth of the Columbia River on the Pacific Ocean to the northwest or from upriver coming from the east.



The area was originally loosely inhabited by the Chinook Indian people who named the nearby river Washougal, which means “rushing water.” Later, non-native settlers began to arrive from the 1830s to late into the nineteenth and early twentieth centuries. Other early names for the community included Parker’s Landing, Point Vancouver and Washougahally Camp. Washougal’s largest employer is a woolen mill built in 1910. Known locally as the Pendleton Woolen Mill the business is located in downtown Washougal.



The city continues to focus on attracting new business and diversifying its economic base. Adopting an updated “Comprehensive Plan” in 2003, city leaders are committed to downtown revitalization and preserving several heritage buildings.

Washougal prides itself on a new pedestrian tunnel that runs under highway SR-14 and provides access to the Columbia River from downtown and a number of city parks and recreational areas. One such recreation area is the Captain William Clark Park located at Cottonwood Beach. The park covers 80 acres and amenities include water access, picnic shelters, historic interpretive elements, and walking, hiking and equestrian trails. With entry to the Columbia River Gorge, river kayaking and the Steigerwald National Wildlife Refuge, outdoor activities remain a strong attraction for citizens and visitors alike. Washougal’s 19 parks afford unprecedented natural vistas, family recreation and wildlife viewing opportunities.



Located within easy driving distance, the Gifford Pinchot National Forest is one of the oldest National Forests in the United States and encompasses 1,312,000 acres and includes the Mount St. Helens National Volcanic Monument. Outdoor enthusiasts can enjoy camping, hiking, hunting and fishing along with seasonal recreation from berry picking to cross-country skiing.



Hosting one round of the AMA Pro Motocross Championships, the Washougal MX Motocross is known as one of the most scenic circuits in the entire sport and many manufacturers and sponsors use the facility for television commercials and photo shoots. Located in the foothills near the Washougal River the motocross track allows spectators unprecedented sport viewing opportunities.

5. Strategic Plan Initiative Taskforce

Comprised of citizen volunteers, city employees and temporary staff, the Strategic Planning Team has undertaken a leadership role to create a plan that will align the city of Washougal with its newly defined vision, values and mission. The plan will provide goals, strategies and success measures to enable the city to remain strong, viable and relevant into the next decade and beyond.

Advisory Committee

A group of nine interested citizens, representing a cross-section of the community, were chosen from a number of applicants to be part of the Strategic Planning Advisory Committee (SPAC). The committee included the youth perspective with active participation by two Washougal High School students, Maddie Down and Joshua Banks.

On task since March 2012, SPAC has completed key plan components including drafting new vision, values and mission statements for consideration and adoption by Washougal's city council. They have further defined the city's strengths, weaknesses, opportunities and challenges by reviewing both internal and external forces in order to provide helpful citizen perspectives. (SPAC biographies are located in Appendix A.)

Terry Babin	Tina Bair	Joshua Banks
Molly Coston	Tom Crozier	Maddie Down
Shena Frentsos	Bobby Holley	Susan Hullinger

Program Management Staff

Washougal city staff gathered community feedback, guided committee member activities and monitored deliverables throughout the formal Strategic Planning Process. (Staff biographies are located in Appendix A.)

Joanne Boys	Co-Director (leave of absence March 2012)
Trevor Evers	Director
Darlene 'De' Stickel	Administrative Support Specialist
Betsy Williams	Strategic Plan Design Facilitator



6. Strategic Plan Building Blocks



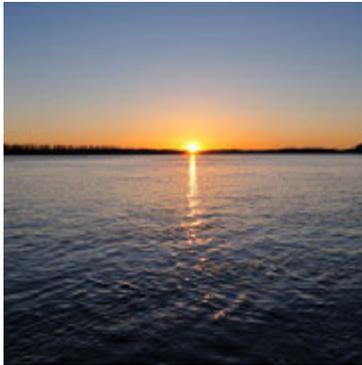
Strategic planning can solve the most common problems facing an organization by rallying around a common vision and direction. The plan foundation describes who we are, where we want to go, how will we strive for our goals and how we will measure success. The design recognizes citizen, business and community interests and fosters a cohesive sense of direction for them all. The resultant document provides a “roadmap” that can be used as a basis for departmental plans, community involvement and performance reviews. The roadmap is a set of logical steps that illustrate the process to both develop the strategy and define its specific elements for implementation.



Supported by staff, SPAC will draft vision, values and mission statements, review stakeholder input and represent citizenry. They will conduct a strategic analysis to assist in identifying key elements, helpful perspectives, obstacles, priorities and desired outcomes. Their findings will be used to support strategic decision-making.

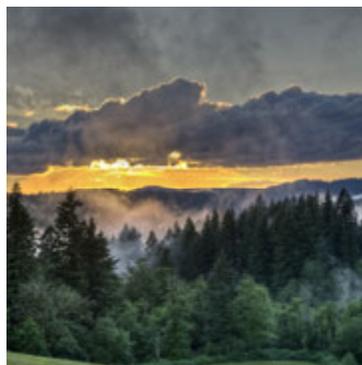
Plan building blocks include:

- Public input
- Vision Statement
- Community and Organizational Values
- Mission Statement
- Strategic Analysis (strengths, weaknesses, opportunities and challenges)
- Key issues identification and priorities
- Recommended strategic goals, strategies to achieve the goals and success measures



Vision, Values and Mission

The city of Washougal’s vision will focus on a desired future state and answers the question: “What do we want to become?” Having a unified vision provides awareness of what the organization must be like in order to realize future success. The vision is the most important starting point for any change process and offers a unique approach, direction and inspiration for organizational transformation and empowerment.



Our community and organizational values are the guiding principles that serve as touchstones to set priorities and foster unified decision making. By explaining what is crucial, our values become the starting point of any cultural change initiative. Establishing a common set of values helps to resolve conflict and supports Washougal’s future vision while enabling trust and appropriate behaviors that are required to achieve success.

The mission statement is a fundamental strategic tool that explains purpose and serves as a framework of why we exist. The mission directs decision making, resource allocation and spells out organizational goals to improve performance. The statement acknowledges our desired direction and common purpose and enables Washougal city employees to function as a collective unit.

Strategic Plan Building Blocks (cont.)

Strengths, weaknesses, opportunities and challenges

A SWOC Analysis identifies key internal strengths and weaknesses and compares them against external opportunities and challenges. This analysis identifies key issues to address within the plan. In addition, the SWOC Analysis identifies the positive and negative influences that may have an impact on desired outcomes and provides a basis for developing strategic alternatives.

A comprehensive analysis promotes critical and specific thinking by including citizen and employee stakeholder interviews, surveys, background research and information gathering.

Strategic goals, strategies and success measures

Using the SWOC analysis, strategic goals, strategies to achieve those goals and success measures will be developed to align with other plan components and will be tied with the organization's vision, values and mission.

Strategic Goals are broad, but encompassing principal outcome statements to achieve the city's Vision over time. SPAC developed the goal statements after extensive deliberations which considered all committee inputs over the first five months of plan design.

Strategies are specific action steps identified by SPAC which collectively answer the question: "How do we achieve each goal?" In effect, strategies represent the "tactics" of implementing the strategic plan. SPAC composed the strategies to be consistent with the Mission, SWOC Analysis and the Community and Organizational Values.

Success Measures answer the question: "How do we know we are doing what we need to in order to achieve the vision?" Measures should be practical and quantified whenever possible. SPAC concluded that there was insufficient information and time for the planning committee itself to set specific quantitative or qualitative baselines, identify actual or surrogate data and also set benchmarks and targets. Additionally, since there is a cost to collecting, evaluating and reporting data, SPAC concluded that individual city departments were in the best position to set actual quantitative measures, or identify and utilize measures and reports already in use. Therefore, SPAC recommends "indicators" which are possible data sets useful in measuring progress and in determining if strategic adjustments are needed.



7. Public Engagement Campaign



Reaching out to the community

City employees Joanne Boys (Community Development) and Trevor Evers (Public Works) were assigned full time positions on the strategic planning project in March 2011. Boys and Evers initiated a Public Engagement Campaign that consisted of survey questions developed to solicit input from citizens, stakeholders, business owners and interest groups on general fund programs, services, livability and capital projects. The engagement campaign ran from July to September 2011 and achieved a public outreach goal of contacting and engaging between 5 to 10 percent of the total Washougal population or 1,287 contacts.

Walk-and-talk with commercial, industrial and retail businesses

In August 2011, the Strategic Planning Team visited every business within the city of Washougal. Conversations ranged from the Industrial Park and E Street to the downtown core and all had very similar interests in improving the community and the desire to have a successful Washougal business.

External and internal stakeholder interviews

The team interviewed stakeholders including advisory committees and special interest groups that have had a long history within the community. Staff interviews provided further insight into the services provided by each department and the deployment within divisions.

On-line polls and telephone surveys

With the assistance of a college intern, the team was able to gain additional feedback via online and telephone surveys during the 2011 summer.

Presentations

Multiple special interest groups (Contractor's, Small Business, and Homeowner associations), churches, service providers, and service clubs were informed of the Strategic Planning Initiative.

Coffee conversations and contractor coffee meetings

Additional survey input was requested during early morning meet-ups at local shops and restaurants including Papa's Parlor, Starbucks and Neder's Café.

Public workshops

Three separate workshops were held in the summer of 2011. Sites included Washougal High School (July), the Best Western Hotel at Parker's Landing (August) and Washougal City Hall (September).

Farmer's Market and Port Concert attendance

The Strategic Planning Team attended the Farmer's Market and Port of Camas-Washougal concerts throughout the summer of 2011 to gain additional community member feedback.



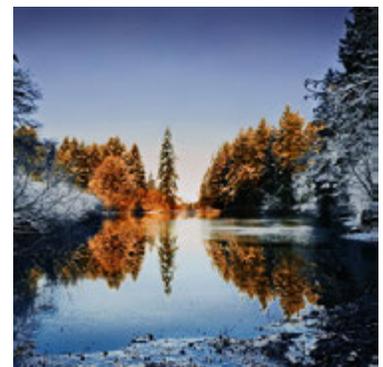
Public Engagement Campaign (cont.)

Previously elected and/or appointed board members

The team interviewed previous council members, commissioners and former mayors to gain feedback and historical context.

Survey boxes

In 2011, highly visible survey boxes were placed at the Port office during peak marina activity, at the Washougal High School in the fall and at the Washougal City Hall throughout the summer. Results were incorporated with the online survey and telephone conversation results.



What did our citizens tell us?

Overwhelmingly respondents said they want a responsive and caring city government even in the face of urban growth and a challenging economy. The most commonly repeated comment from community and local stakeholders emphasized a desire to maintain a small-town feel with easy access to amenities in close proximity to where they reside. Comments included:

- A community that is clean, safe and business and family friendly
- Places to walk, run, bike, hike
- Good schools, local and neighborhood connections
- Meaningful community celebrations and events
- Gathering places to meet, greet and sit awhile
- Convenient local shops with courteous staff
- Activities to engage all ages
- Emotional connections

Other areas of stakeholder desires and concerns listed the following as important:

Citizen Communication	Impact Fees	Sidewalks
Community Esthetics	Library	Tourism
Community Activities/Events	Safety	Utility Rates
Growth	Senior Citizens	Youth

8. Vision, Values, Mission



The Strategic Planning Advisory Committee recommends the following vision, values and mission statements for inclusion in the strategic plan.

Vision:

Washougal will be a safe and economically vibrant community that successfully balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.



Values — Community and Organizational*

Community

Community involvement
Quality education
Safe community
Small-town feel
Strong economy

Organizational

Accountability
Customer orientation
Excellent services
Integrity
Strong leadership



Mission:

Our mission is to provide leadership and effective, fiscally responsible services that achieves our community's vision.



*Expanded Community and Organizational Values located in Appendix G.

9. SWOC Analysis

Strengths, weaknesses, opportunities and challenges

SPAC members conducted a comprehensive SWOC Analysis using data from internal and external sources. Strengths and weaknesses were identified after reviewing input from first line managers, department heads and rank-and-file employees. Results were confirmed by a follow-up survey with managers and department heads through online, face-to-face and non-attribution means.

Focus areas included the relationship among resources, core competencies and distinctive capabilities. The financial briefing covered revenue and expenditure overviews and included general fund, reserves, investments and current and future bonding capacity.

External opportunities and challenges were attained by using personal perspectives; stakeholder input backed by a citizen survey conducted by a city council candidate. Results were determined by conducting face-to-face, online and phone surveys with citizens, staff, interested stakeholders, local business owners and recreationists. SWOC survey questions are located in Appendix E and related responses are found in Appendix F.

SPAC identified the following strengths, weaknesses, opportunities and challenges:

	Helpful Achieving the objective	Harmful Achieving the objective
Internal origin Organization attributes	Strengths <ul style="list-style-type: none"> • Staff resiliency and expertise • Cooperative, task and solution driven • Funding prudence and accountability • Excellent customer service • Building beyond-border work partnerships for increased efficiencies 	Weaknesses <ul style="list-style-type: none"> • Staff levels – coverage and scope issues • Loss of institutional knowledge • Communication across departments • Succession planning • Revenue uncertainty • Records retention and documentation • Aging infrastructure (buildings, equipment) • Hardware/software upgrades, IT support
External origin Environment Attributes	Opportunities <ul style="list-style-type: none"> • Engage citizens • Leverage social media • Promote tourism, parks and recreation • Community-based partnerships • Economic development (CWEDA) 	Challenges <ul style="list-style-type: none"> • Reputation improvement / enhancement • Engage seniors through education, support resources and volunteering opportunities • Connect with youth, support K-12 education • Qualify and receive state/federal funding • Internal/external resistance to change • Creating favorable business climate • Physical barriers (RXR tracks/SR-14) • Aging infrastructure (roads, utilities, etc.)

10. Priority Goal Pillars



The Strategic Plan was developed with the realization that the shortened horizon of 10 years and the many uncertainties limited both the boldness and the stated goals of the resultant plan. Thus, the underlying theme in development was to propose strategies which could reasonably be accomplished within the period, or at least set a solid foundation for accelerating actions and capitalizing on future opportunities. SPAC's use of the term "pillars" reflects the concept that achieving the Vision depends on a supporting foundation of key strategic components upon which all other actions are based.

Developing the Pillars required a transition from the more general statements of Vision, Values and Mission to specific objectives. SPAC determined this transition step in the strategic roadmap by proposing priorities which primarily represented the combined results of the Community Engagement phase with the SWOC Analysis and the Value statements. The Priorities were presented to the mayor and city council during August 2012 at a joint workshop. Resultant council input was incorporated along with SPAC Priorities into the development of the Pillars and their respective statements of Goals and Strategies. (SPAC's initial priorities list is included in Appendix C.)

Based on extensive community input and careful consideration, the Strategic Planning Advisory Committee recommends the four following priority goals or "pillars" for inclusion in the strategic plan. These Pillars, when achieved, will provide a strong foundation for Washougal to become the community envisioned by its citizens.

Each Pillar includes a strategic goal statement, recommended strategies to achieve the goal and recommended indicators to monitor progress toward achieving the goal.

Pillar #1 — **COMMUNICATION**

Strategic Goal: Provide open and accountable city government through effective communication to foster active citizen participation.

Recommended strategies to achieve the goal:

- Enhance citizen and businesses communication methods to provide information on city of Washougal news and issues to the widest possible audience by leveraging the city's website, social media and other technologies.
- Consider adding/creating a public information officer position charged with promoting communication and fostering citizen initiatives

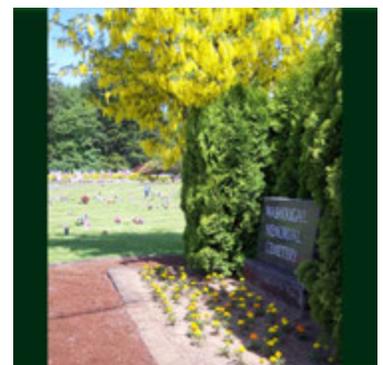
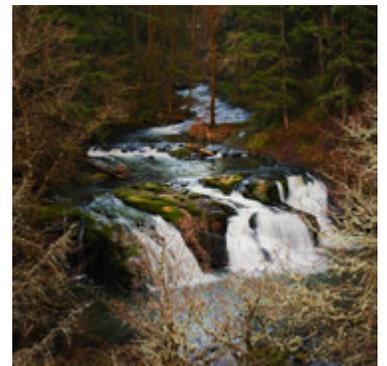
Strategic Plan Roadmap

Pillar #1 — COMMUNICATION (cont.)

- Solicit citizen input on a regular basis by utilizing a variety of methods including periodic surveys and other community outreach efforts.
- Provide current, accurate and concise information to the community regarding city of Washougal initiatives, city services, and local issues and events.
- Report annually on progress toward achieving strategic goals to the community.
- Develop public and private sector partnerships and strategic alliances to provide services and promote public involvement.
- Enhance transparency, accountability and visibility of Washougal city government through effective communication and active participation in the community.

Recommended Indicators to monitor progress:

- ✓ Increased number of “hits” to the city of Washougal’s website
- ✓ Annual strategic goals status “report card” to the community
- ✓ “Clean” audit reports
- ✓ Survey results from periodic citizen and business surveys
(Note: Recommend consideration of a “Scorecard” or “Dashboard” approach, with consistent indicators that are surveyed over time)
- ✓ Increased number of partnerships
- ✓ Increased number of responses to periodic surveys



Pillar #2 — COMMUNITY ENGAGEMENT

Strategic Goal: Support and promote opportunities for community engagement to build a sense of community and preserve our small town feel.

Recommended strategies to achieve the goal:

- Actively support and promote community volunteerism by:
 - Building seamless web interconnections between the city of Washougal and service agencies to encourage local volunteers.

Pillar #2 — COMMUNITY ENGAGEMENT (cont.)



- Celebrating local citizen, student, and community engagement through “service recognitions,” website announcements, social media or annual meritorious service pronouncements.
- Partnering with other local organizations to increase opportunities for special populations.
- Promoting and expanding local community activities that encourage volunteerism especially at Washougal High School.
- Promote K-12 academic learning through intentionally designed projects to develop effective leaders in the support of local service efforts such as food/clothing drives, mentoring, sustaining the elderly, poor, disadvantaged, etc.
- Expand use of Washougal Community Center and other city-owned facilities to include youth, seniors and other special populations.
- Support and promote events and activities at parks, community center and other appropriate locations that provide a positive outlet for Washougal’s youth.
- Institute a quarterly “meet and greet” gathering for new community members
- Partner with non-profit and other local organizations on meaningful initiatives to bring people together in the community.
- Foster a “small-town” feel.
- Promote citizen participation and community involvement with an emphasis on youth and seniors.
- Support and encourage city-wide efforts to promote a healthy community.

Recommended indicators to monitor progress:

- ✓ Increased amount of volunteer hours in the community
- ✓ Increased number of attendees at city-sponsored community events
- ✓ Increased attendance at Washougal Community Center
- ✓ Increased percentage of citizens who report in citizen survey that “Washougal is a welcoming and friendly community”
- ✓ Increased number of partnerships to sponsor community events

Strategic Plan Roadmap

Pillar #3 — CORE SERVICES

Strategic Goal: Provide effective leadership to ensure that Washougal residents receive quality, cost-effective municipal services.

Recommended strategies to achieve the goal:

- Professional Management of the City
- Establish the essential internal lines of authority, responsibility, accountability, procedures, processes, reviews and incentives to continue development of an organizational culture focused on:
 - Cost-effective operations and maintenance
 - Continuous improvement in customer service, processes and procedures
- Ensure adequate budgetary support for:
 - Manpower and facilities
 - Training
 - Essential equipment and technologies
- Maintain policies that recruit and retain talented and high-performing personnel.

Transportation and Public Infrastructure

- Establish growth management practices that address upgrading, modernizing, or replacing existing developed areas and structures before any further expansion except for light and heavy industry.
- Improve multi-modal transportation opportunities.
- Provide quality streets and control systems for the efficient movement of traffic.
- Partner with C-Tran to enhance public transportation opportunities in Washougal and connectivity to regional transportation systems.
- Invest in public infrastructure to meet the future capital improvement needs of a growing community.
- Set development fees to ensure a fair balance between private and public benefits derived by residential and commercial development.

Public Safety

- Promote and increase community-based partnerships for code enforcement, crime prevention, fire and life-saving emergency preparedness.
- Help ensure a safe community by providing appropriate service levels for public safety.



Pillar #3 — CORE SERVICES (cont.)



Strategic Partnerships

- Establish inter-governmental relations with other local and regional jurisdictions to influence issues outside of the responsibility of municipal government but important to the quality of life in our community.

Recommended indicators to monitor progress:

- ✓ Continuous annual decline/improvement as appropriate in all standard statistics used to gauge crime and public safety
- ✓ "Clean" annual audit
- ✓ AAA bond rating
- ✓ Continuous improvement in each successive citizen and business survey in all categories overall
- ✓ Core services in cost, efficiency and quality compared to other cities of similar size within Washington state
- ✓ Annual progress towards infrastructure maintenance, improvement and replacement
- ✓ Emergency preparedness
- ✓ Percentage of time that police, fire and EMT responses are within targeted standards
- ✓ Percentage of citizens who report in periodic surveys that they feel safe and secure in the community



Pillar #4 — ECONOMIC DEVELOPMENT

Strategic Goal: Build a solid economic foundation to ensure a strong, diverse and sustainable local economy.

Recommended strategies to achieve the goal:

- Strengthen the local economy through recruitment, expansion, retention and support of new businesses in Washougal.
 - Implement incentives to encourage retention in and relocation to Washougal.
 - Ensure easy access of businesses from highways, main streets, etc.



Strategic Plan Roadmap

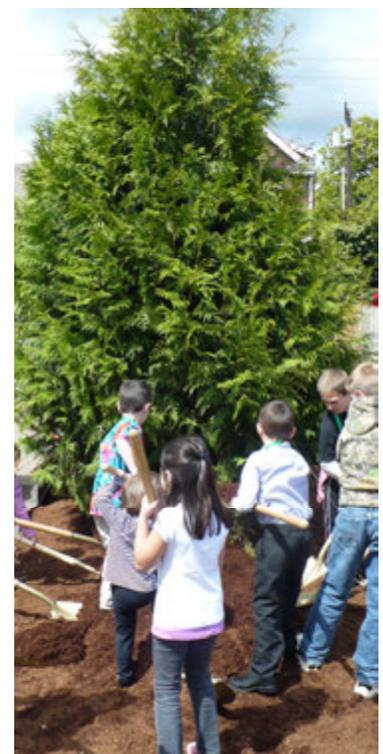
Pillar #4 — ECONOMIC DEVELOPMENT (cont.)

- Streamline and simplify the permitting process and requirements for current and new businesses including turnaround time to completion.
- Actively support workforce development by partnering with local educational institutions.
- Inventory area to determine economic development focus.
 - Business density
 - Building availability
 - Property mix, i.e. industrial, retail, office, mixed-use
- Market the community as a desirable place to live and do business.
- Partner with the Port of Camas-Washougal, Camas Washougal Economic Development Agency, Chamber of Commerce and other local economic development organizations to promote and encourage business development and growth with focus on technology and light industry.
- Continue to support redevelopment of the downtown area as a vibrant, accessible, economic center.
- Partner with private and public sector to actively market Washougal as a tourist destination.
 - Gateway to the Gorge
 - Motocross
 - Parks and wildlife
 - Waterfront development

Recommended indicators to monitor progress:

Develop monthly, quarterly or annual report metrics utilizing data from key performance indicators such as:

- ✓ Retail sales/sales tax revenue gains/losses
- ✓ Employment gains/losses within the community
- ✓ Establish a time for completing residential, commercial and industrial building permits to track and measure effective service delivery
- ✓ Visitor/traveler data from visitor bureaus, AAA, etc.
- ✓ New or renewed Washington State Business License data
- ✓ Average wage/benefits for full time employees working within the community
- ✓ Return on investment on marketing and promotion efforts



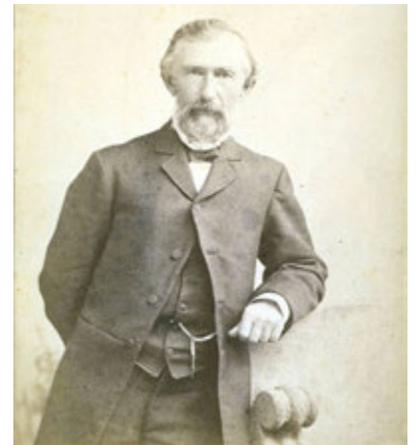
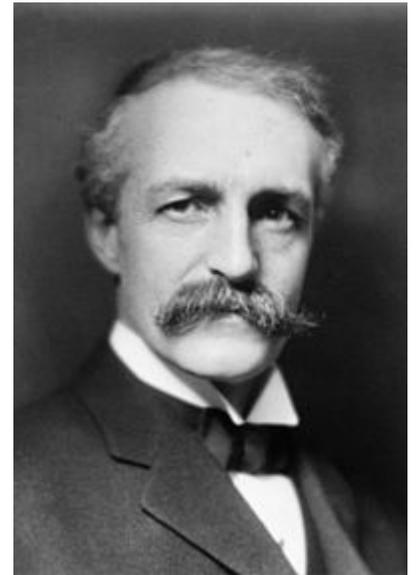
11. Recommendations and Next Steps

Assuring Strategic Plan success

Upon city council consideration and adoption of the Washougal Strategic Plan, the Strategic Planning Advisory Committee recommends the following next steps to ensure that the plan remains a "living document" and that consistent progress is made toward achieving the strategic goals:

- Appoint/create task teams to develop and recommend work plans for each of the Four Pillars.
- Task teams should be comprised of department heads, city employees and volunteers and have an assigned city council member advocate.
- Integrate the Strategic Plan within the annual budget process to ensure priority elements of the Strategic Plan are resourced.
- Tie performance evaluations/appraisals to achieving identified elements of the Strategic Plan.
- Consider the development of department business plans that include departmental roles and responsibilities in achieving Strategic Plan elements.
- Ensure that baseline data is collected for the recommended indicators in a timely manner.
- Provide the community with a progress report for achieving strategic goals identified in the Strategic Plan at least annually.
- Review the Strategic Plan annually utilizing citizen input and make appropriate revision recommendations.





Strategic Plan Appendices List



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Strategic Plan Roadmap Endorsement

RESOLUTION NO.: 1063

RESOLUTION OF SUPPORT

A RESOLUTION endorsing the Strategic Plan Roadmap.

WHEREAS, the City of Washougal has initiated and funded the development of a strategic plan for the Washougal community, and

WHEREAS, the Strategic Plan Roadmap has been a community-based, citizen volunteer effort that included dedicated staff and key stakeholders to develop a plan that includes a revised vision, values and mission to guide efforts in creating a better future for Washougal and its community, and

WHEREAS, the City Council recognizes that the Strategic Plan Roadmap will be an important tool in the development and implementation of the city's long-range plans for community revitalization and municipal service delivery.

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL FOR THE CITY OF WASHOUGAL, WASHINGTON as follows:

We resolve to recognize the Washougal Strategic Plan Roadmap as the community's aspiration for the future.

We resolve to use the Strategic Plan as a guide and reference as we review long-range policies, plans and strategies to promote consistency that align with the plan's stated community and organizational VALUES and support the MISSION to provide leadership and effective, fiscally responsible services that achieves our community's VISION.

We resolve to acknowledge that the Washougal Strategic Plan Roadmap is a living document that requires recurring updates and planned revision opportunities.

Further, we resolve to continue working with other community organizations as part of the action planning process and implementation to support projects and programs that benefit our community and its citizens.

PASSED by the Council of the City of Washougal at a regular meeting on the 4th day of February 2013.

City of Washougal, Washington



Sean Guard, Mayor

ATTEST:



Finance Director / City Clerk

APPROVED AS TO FORM:



City Attorney

EXHIBITS:

A copy of the following three exhibits are attached and by this reference incorporated herein.

- A. Strategic Plan
- B. Strategic Plan 2013 Appendices
- C. Strategic Plan 2013 Photo Credits