

# Status Report

June 5, 2012

City of Washougal

**SPAC**

Strategic  
Planning  
Advisory  
Committee

# Agenda

What will we be covering today?

- SPAC
- Strategic Plan process and timeline
- Mission and Values
- Strengths, Weaknesses, Opportunities and Challenges (SWOC)
- Social Media

# Strategic Planning Advisory Committee



Terry Babin



Tina Bair



Tom Crozier



Molly Coston



Maddie Down

Shena Frentsos



Susan Hullinger



Claude Rorabaugh



Bobby Holley

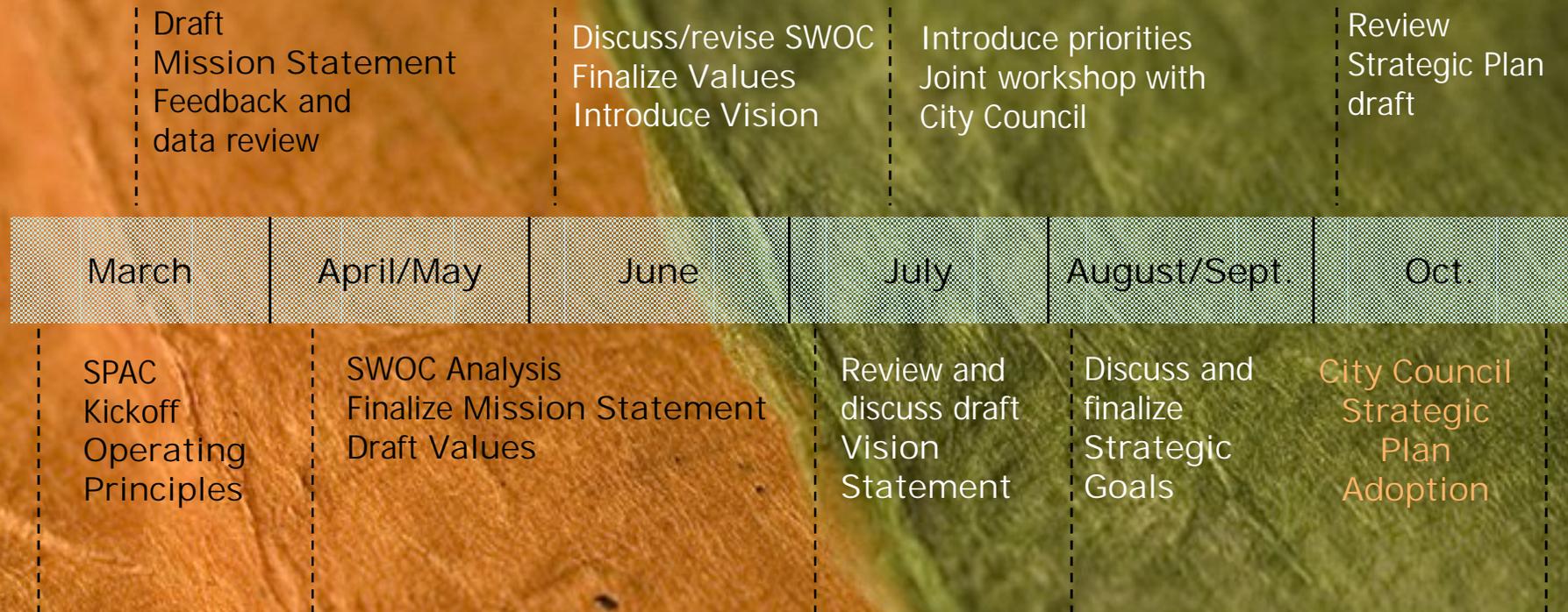


Bill Macrae-Smith



Joshua Banks  
alternate member

# Strategic Plan timeline



# The plan's building blocks

## Building the plan foundation

- WHO we are
- WHERE we want to go
- HOW we will strive for our goals and
- MEASURE success over time

The resulting document is a road map to the future, commonly known as a strategic plan

# Strategic planning tools

## Mission Statement

- Our purpose – why we exist and what we do

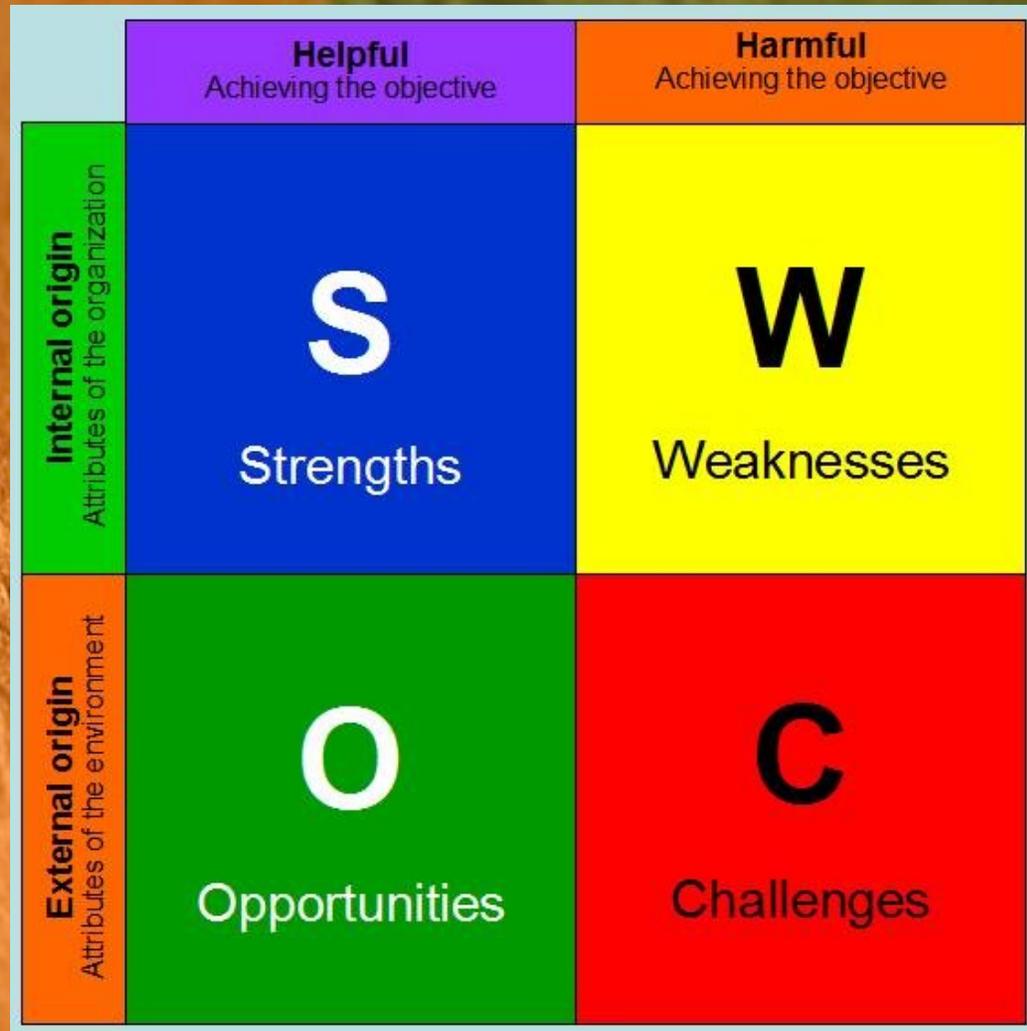
## Community Values

- How you do it and in what manner

## Vision Statement

- Why we do it and to what end

# Strengths Weaknesses Opportunities & Challenges



# Mission Statement

“Our mission is to provide leadership and effective fiscally responsible services that ensure a safe, healthy and economically vibrant community.”

SPAC draft  
Mission Statement  
April 2012

# Strategic Planning process open discussion

# Values definition

- Important and enduring beliefs or ideals shared by the members of a culture about what is good or desirable and what is not
- Values exert major influence on the behavior of an individual and serve as broad guidelines in all situations

# Value Statement discussion

Totals	Community Value Ranking
8	Accessible recreational opportunities
5	Affordability
10	Community involvement
1	Honor diversity
6	Mobility / transportation options
20	Quality education
22	Safe community
11	Small town feel
1	Stability / longevity
22	Strong economy
4	Sustainable environment

Totals	Organizational Value Ranking
19	Accountability
0	Agility
13	Customer orientation
21	Excellent services
0	Fairness
1	Innovation
24	Integrity
2	Open communication
1	Preparedness
0	Pursuit of excellence
4	Respect
17	Strong leadership
4	Team work
4	Value our employees

Values prioritization out of a possible 110 points each for Community and Organization

# Community Values

- Safe community 22
- Strong economy 22
- Quality education 20
- Small town feel 11
- Community involvement 10

# Organizational Values

- Integrity 24
- Excellent services 21
- Accountability 19
- Strong leadership 17
- Customer orientation 13

# Values open discussion

# SWOC analysis

- Strengths
  - what do we do well?
- Weaknesses
  - where can we improve?
- Opportunities
  - what opportunities are available?
- Challenges
  - what threats do you see?

# SWOC analysis

## Key categories emerged:

Adaptability, communication, customer service, the economy, internal efficiency, constituent engagement, the environment, staff expertise, new or expanded functions, fiscal, infrastructure, partnering, processes, reputation, resources, staff and strategy

# Assessing strengths

- Staff resiliency, expertise and longevity
- Cooperative, task and solution driven
- Funding prudence and accountability
- Excellent customer service
- Building beyond-border partnerships

# Addressing weaknesses

- Staff levels – coverage and scope issues
- Loss of institutional knowledge
- Communication across departments
- Succession planning
- Revenue uncertainty
- Records retention and documentation
- Aging technology infrastructure
- Information technology

# Realizing opportunities

- Engage citizens
- Leverage social media
- Promote tourism, parks and recreation
- Community-based partnerships
- Economic development (CWEDA)

# Overcoming challenges

- Reputation improvement / enhancement
- Engaging seniors and youth
- Receiving state and federal funding
- Overcoming resistance to change
- Creating favorable business climate
- Physical barriers (RXR tracks/SR-14)

City of Washougal

**SPAC**

Strategic  
Planning  
Advisory  
Committee

# SWOC open discussion

# Introducing Social Media

While the Internet is no longer a “Wild West,” people in power are still trying to figure out how best to approach online communities and their social tools.

There may not be any clear answers, but social [media] is certainly not going to go away.

~ Zachary Sniderman

<http://mashable.com/2011/07/25/government-social-media/>

# Whose using the tools?

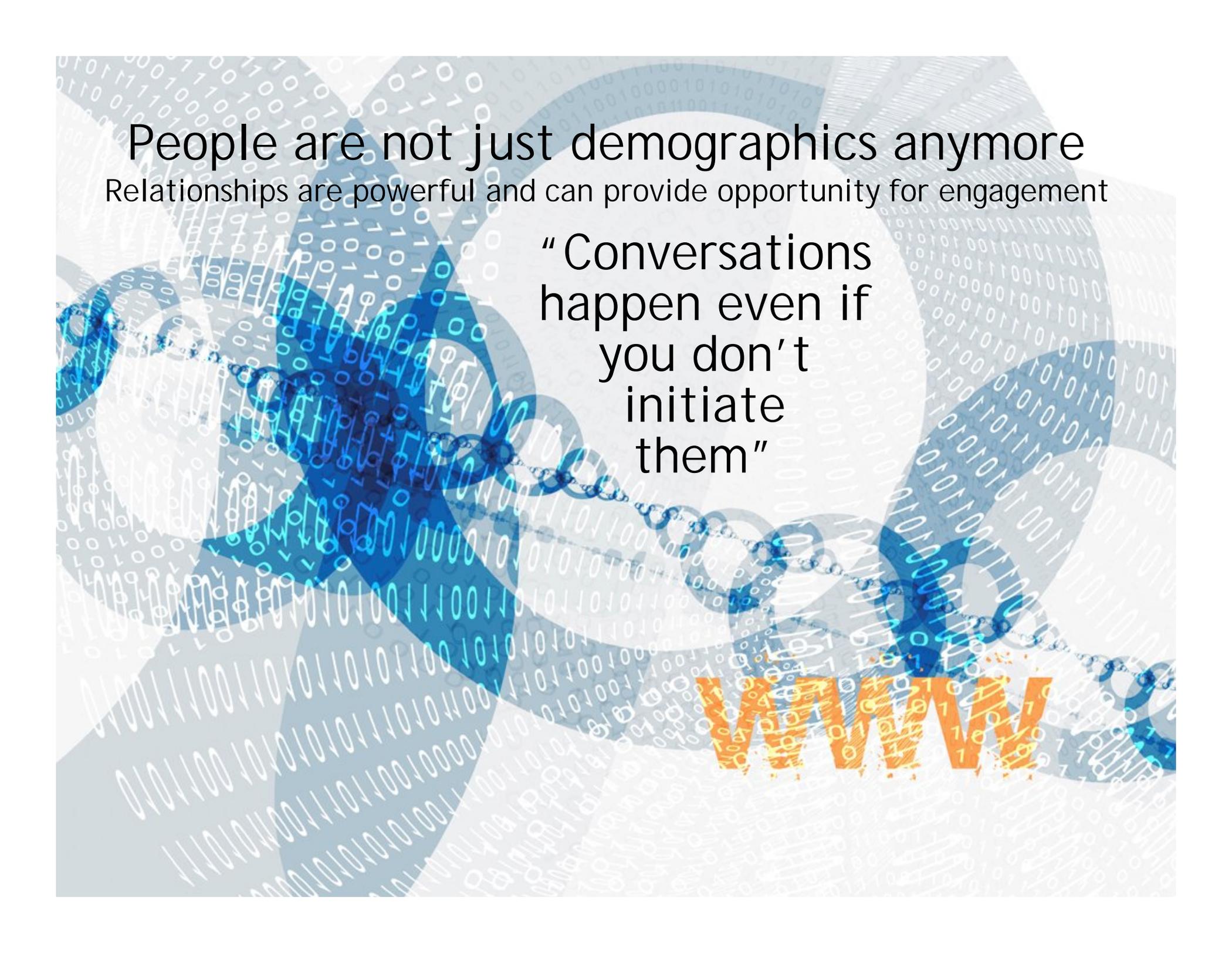


CITY	SOCIAL MEDIA BEING USED
Anacortes, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Emergency Alerts</a></li> </ul> 
Bonney Lake, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Newsletter Subscriptions</a></li> <li><a href="#">Social Media - Blog &amp; Facebook</a></li> <li><a href="#">Bonney Lake Reporter</a></li> <li><a href="#">Press Releases &amp; Legal Notices</a></li> </ul> <p><b>City Blog:</b> <a href="http://www.citybonneylake.org/cityblog">www.citybonneylake.org/cityblog</a>  <b>Facebook:</b> <a href="http://www.facebook.com/CityBonneyLake">www.facebook.com/CityBonneyLake</a>  <b>Twitter:</b> <a href="http://www.twitter.com/CityBonneyLake">www.twitter.com/CityBonneyLake</a>  <a href="http://www.twitter.com/BLPoliceDept">www.twitter.com/BLPoliceDept</a></p> 
Camas, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Mayor's blog</a></li> <li><a href="#">Upcoming Events</a></li> <li><a href="#">RSS Feeds</a></li> <li><a href="#">Connect with Us</a></li> <li>City Newsletters via Email</li> </ul> 
Centralia, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Email alerts</a> for Agenda &amp; Minutes, Calendar, Employment, News</li> </ul> 
East Wenatchee, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> </ul>

CITY	SOCIAL MEDIA BEING USED
Lake Forest Park, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li>Customizable citizen <a href="#">Dashboard</a></li> <li>Variety of <a href="#">RSS Feeds</a></li> </ul>   
Lynden, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> </ul>
Mill Creek, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li>Calendar with active email link</li> </ul>
Monroe, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li>Emergency and Public hearing <a href="#">Alerts</a> including <a href="#">Nixle</a> connections for Monroe and adjacent communities</li> </ul> 
Sunnyside, WA	<ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Mobile</a> phone connections with <a href="#">Apps Download</a></li> <li><a href="#">Listen Live</a></li> <li><a href="#">Facebook</a></li> <li><a href="#">Twitter</a></li> </ul> 

# Social Media





People are not just demographics anymore

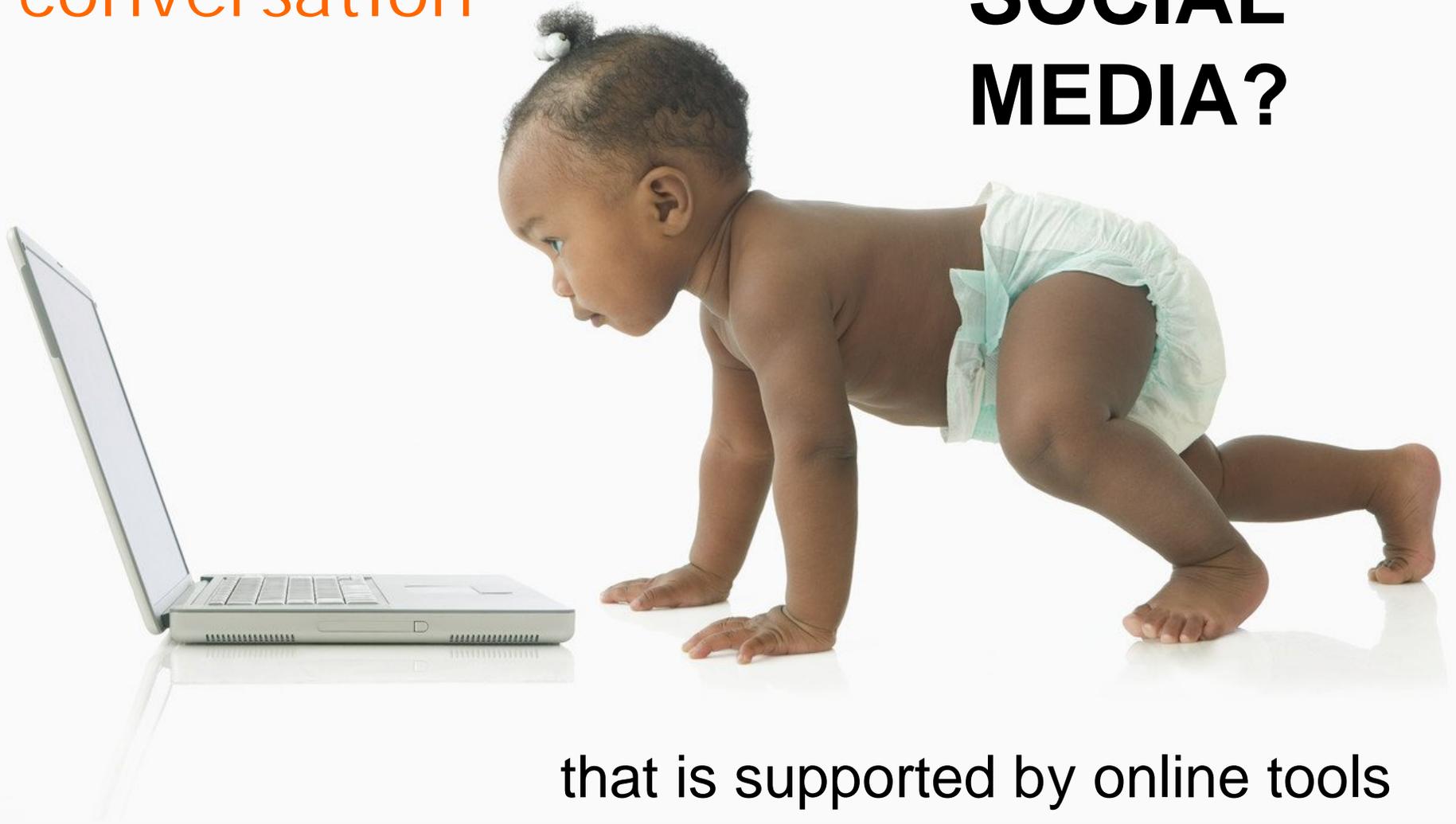
Relationships are powerful and can provide opportunity for engagement

“Conversations  
happen even if  
you don't  
initiate  
them”

www

Social Media is simply a  
**conversation**

**What is  
SOCIAL  
MEDIA?**



that is supported by online tools

... and those conversations are powered by



Blogs

Micro blogs

Online Chats

RSS Feeds

Widgets

Social Networks

Social Bookmarks

Message Boards

Podcasts

Video Sharing Sites

Photo Sharing Sites

Virtual Worlds

Wikis

... and so much more

This new communication model is now a

**dialogue**

and is a fundamental shift in the way we communicate

# How to approach social media



- Define and lay out a careful strategy
- Determine your system parameters
  - Facebook
  - LinkedIn
  - Twitter ... etc.
  - Then interconnect social media sites

# Social Media

has rules that require:

participation

connections

conversation

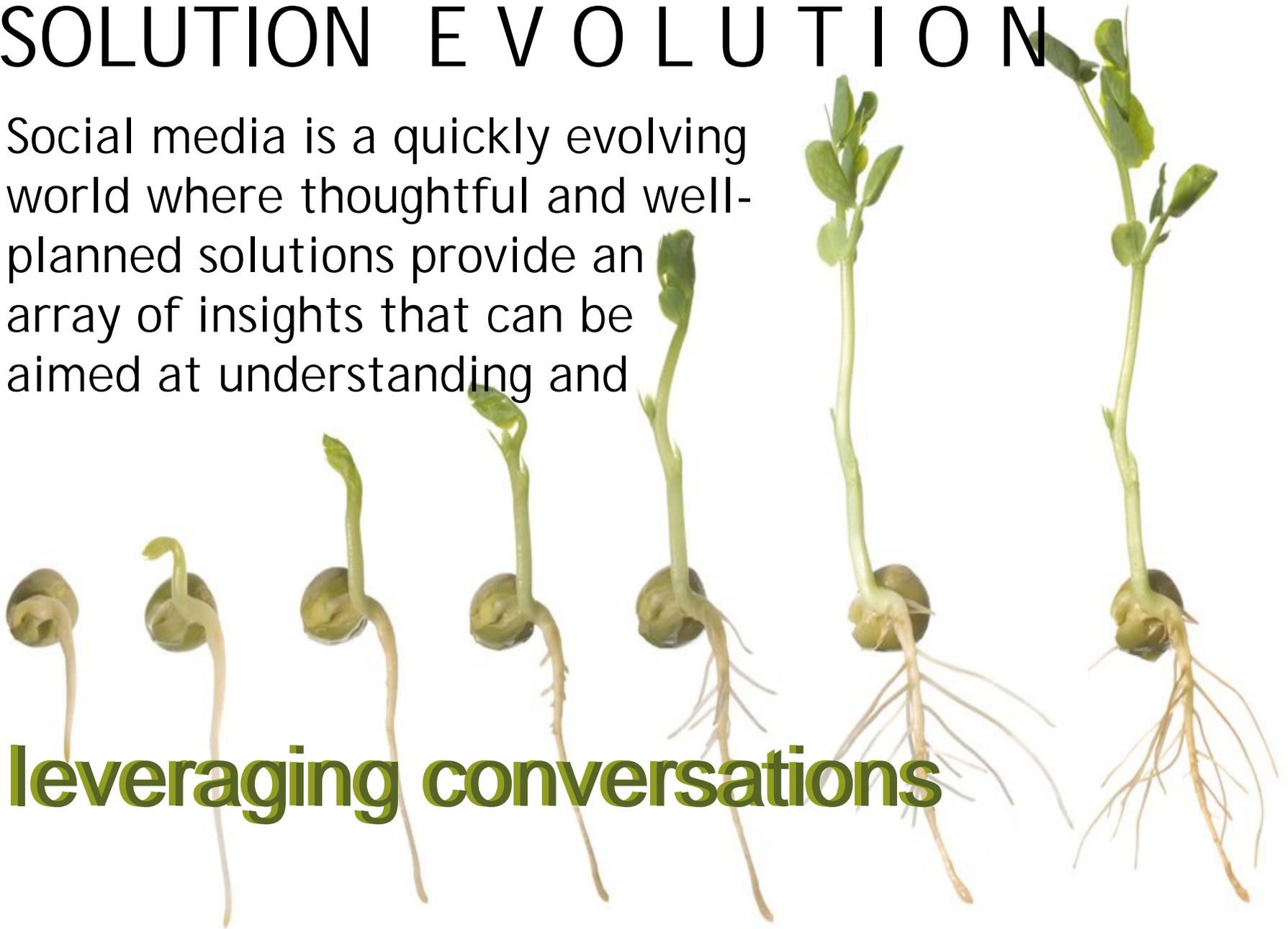
community

active listening

# SOLUTION EVOLUTION

Social media is a quickly evolving world where thoughtful and well-planned solutions provide an array of insights that can be aimed at understanding and

**leveraging conversations**



It's now all about the  
conversations, and good  
listeners make the best  
communicators

So focus on being



- Authentic
- Constituent-driven
- Inclusive
- Transparent
- Vibrant

Legal issues  
Disgruntled citizens  
Content ownership  
Missed opportunities  
No control over postings  
Negative public comments

**RISKS**

Customer service  
Relationship building  
Crisis communication  
Employee satisfaction  
Long-term engagement  
Effectively telling 'your' story

**OPPORTUNITIES**

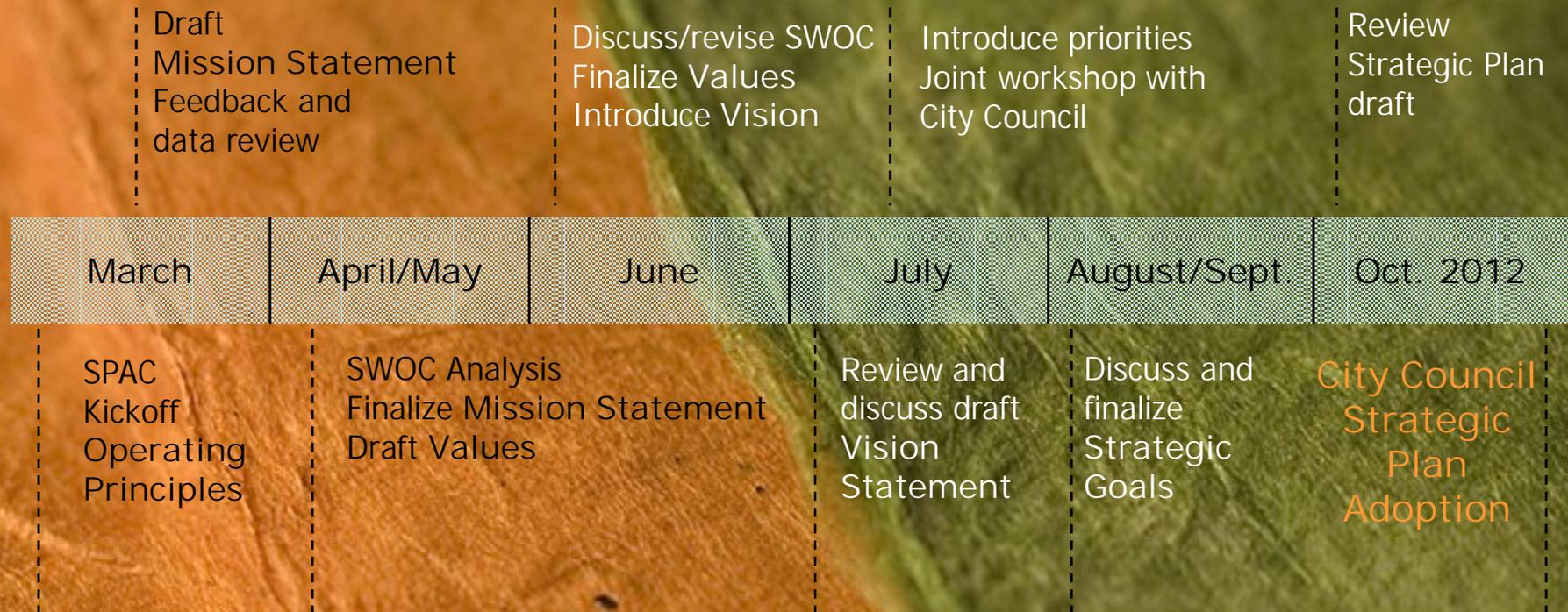
Content is  
the new  
democracy

and people  
want to  
be heard

Are you willing & ready to listen?

# Social Media open discussion

# Strategic Plan timeline



Are there any  
questions?