



# STRATEGIC PLANNING ADVISORY COMMITTEE

June 7, 2012

## I. CALL TO ORDER: 6:00 P.M.

### ATTENDING:

Terry Babin                      Tina Bair                      Joshua Banks                      Trevor Evers\*  
 Shena Frentsos                      Bobby Holley                      Susan Hullinger                      Bill Macrae-Smith  
 Darlene Stickel\*

*\*denotes staff*

### ABSENT:

Molly Coston                      Tom Crozier                      Maddie Down                      Claude Rorabaugh  
 Betsy Williams\*

## II. INTRODUCTIONS AND AGENDA REVIEW:

Strategic Planning Director Evers opened the meeting with an agenda review.

## III. VALUES DISCUSSION:

The top five ranked community and organizational values members previously identified were discussed. Bair commented that even though education is not a city mandate *quality education* was an important value because potential residents look at school performance when deciding on where they want to live.

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

Babin said that *core municipal services* were clearly identified during previous surveys and yet was not listed by SPAC. He suggested that we could combine some values such as *small town feel* and *community involvement* if we needed to keep the list short. He also provided a Vision, Goals and Outcomes sample document from the city of Eugene, Ore.

Frentsos agreed but felt that core municipal services should not be included under community values.

When it comes to the *safe community* value, Hullinger stated that sidewalks, clean drinking water, police and fire services, animal control, and basic city infrastructure should all be considered under that heading.

After active discussion members now differed on how they looked at the various values and would like an opportunity to see an expanded “bulleted” list under each category. It would provide clarification around emerging values and prove helpful as they continue the strategic planning process. Stickel will email an expanded list to members for additional input and discussion at the June 21 meeting.

**Assessing strengths**

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

## IV. SWOC (STRENGTHS, WEAKNESSES, OPPORTUNITIES AND CHALLENGES):

Under Strengths, Bair commented that having been a city employee for 26 years, staff does focus on *accountability*. It is evident in all the work they do.

Under Weaknesses Evers said that even though Washougal is a full-service city (except for waste collection) we are running a very lean staff ratio as compared to cities of similar size. City populations of 15,000 would typically see 140 to 180 FTE while Washougal is carrying approximately 81 FTE. Of that FTE city hall is 17; utilities operation center 26; police 21; fire 11; animal control 2; and wastewater has 4 FTE. Seasonal employees are not included in the count.

**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

Holley asked how the *loss of institutional knowledge* is presently being managed. Evers responded by saying that the development of performance measures, advanced training opportunities, and succession planning were identified during the survey process and will be addressed. The present web re-launch is a result of other glaring feedback. Speaking as a former employee, Bair said that the lack of training opportunities and succession planning was problematic. Even when time was blocked to train/cross-train it went by the wayside due to too few staff to cover essential services. She added even though it was known that five people were leaving no effort was made about succession planning.

Babin said “How deep do we go? There’s a point where we can’t go any deeper.” The city’s infrastructure needs to support the plan and the advancement of strategic goals must be tied back to city leadership. Hullinger added that the U.S. Foreign Service tied implementation into annual performance evaluations. Bair added that perhaps a six-month check-in after the strategic planning process was over would help. Holley said accountability should be council driven and that they should stay behind the plan even if it meant making it an election year issue.

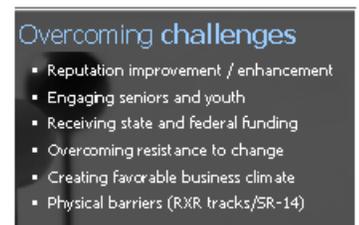
Macrae-Smith said the Port is required under statute to have an updated strategic plan and to demonstrate progress towards its goals. The Port’s executive director’s job description is closely tied to its deliverables and the state auditor uses it during the audit process.

Babin inquired about a *State of the City* address and wondered if the strategic plan’s deliverables could somehow be tied to that annual performance review.

Under Opportunities Babin commented about the lack of a viable tax base. Additional conversation centered on attracting new business, restaurants, and shopping opportunities within the city such as Trader Joe’s.

Babin asked about the city’s long-term direction. “What do we want to be known for?” We need to get the city of Washougal on the map and noticed.

Evers brought up Challenges and talked about *favorable business climate* having to do with city code changes. There are also street and railroad crossing improvements being planned though Macrae-Smith added that some projects are many years out yet.



**V. JOINT WORKSHOP WITH CITY COUNCIL:**

Evers said he would like July 30 which is the last Monday in the month but will have to confirm the date first.

**VI. SOCIAL MEDIA:**

Stickel presented slides on social media on the risks/advantages/opportunities with its inclusion within the city’s outreach. Hullinger said that the U.S. Foreign Service uses Facebook in its operations (Afghanistan) in order to “tell their story” to the local population and to win over the citizens’ hearts and minds.

**VII. PROCESS CHECK:**

Members would like the current process to remain the same. Babin and Frentsos said the offline assignments “are not that overwhelming.” The assignments help in meeting the plan’s goals without having to increase meeting time or schedule additional work sessions and allows the baseline-work to be done in steps. Stickel added that successive emails would continue to detail deliverables and include clear submission timelines.

**VIII. OFFLINE ASSIGNMENT:**

Vision statement samples and instructions were provided for members to read prior to the June 21 meeting.

**IX. MEETING ADJOURNED:** 8:10 p.m. after viewing the city’s new web re-launch Strategic Planning page.