



City of Washougal
SPAC
Strategic
Planning
Advisory
Committee

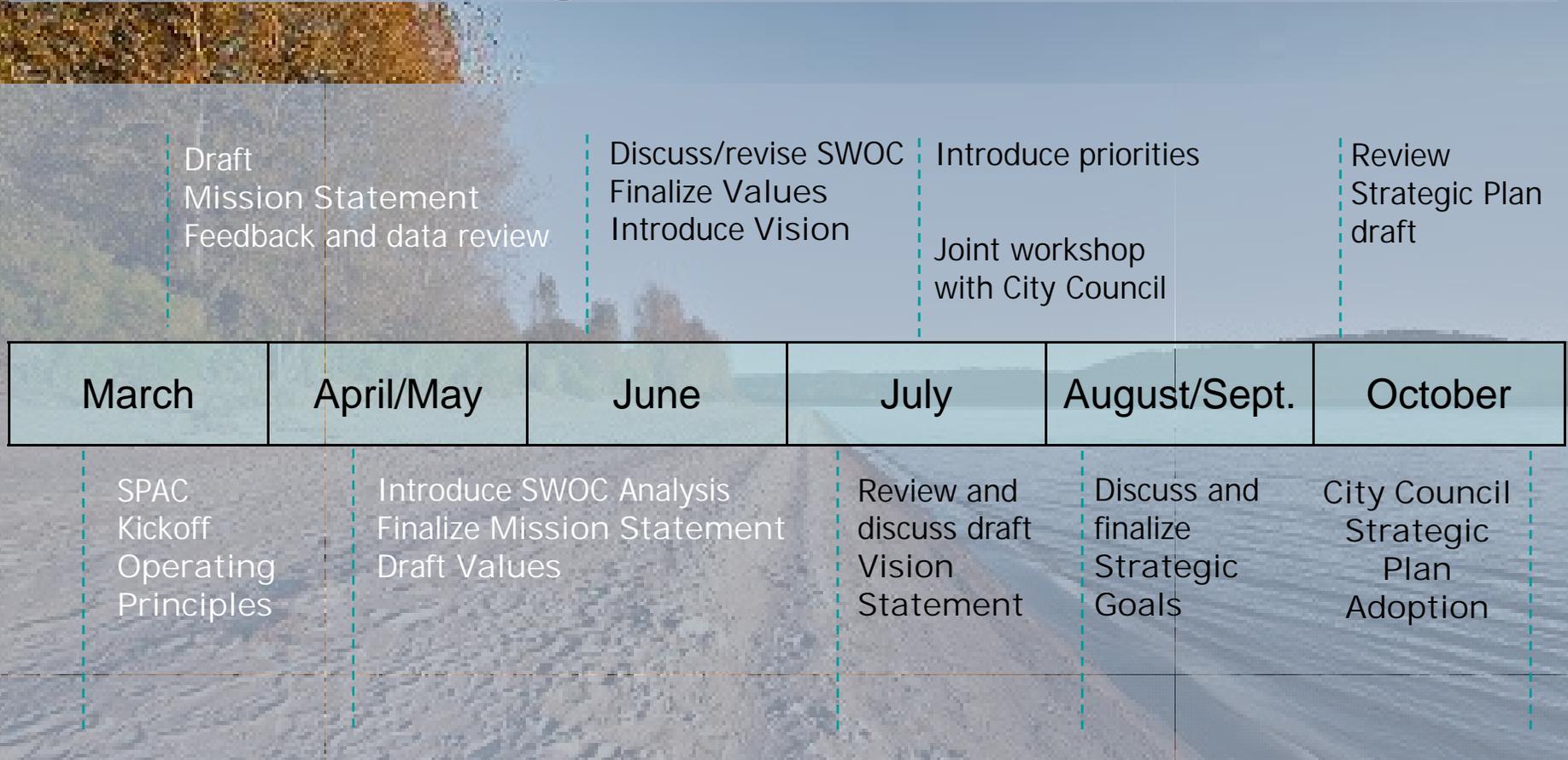
Together mapping the community's future

June 21, 2012

Agenda

- June 7 minutes and agenda review
- Process review
- Values discussion
- SWOC discussion and finalization
- Vision Statement brainstorming
- July 12 agenda – Vision discussion
- Joint SPAC / Council workshop August 13

Strategic Plan Timeline



Plan building blocks

- Public Input
- Mission Statement
- Community Values
- Vision Statement
- Strategic Analysis (SWOC)
- Identification of key issues
- Recommended strategic goals, objectives and success measures
- Draft Strategic Plan
- City Council Strategic Plan adoption

Community Values revisited

Safe community (22)

- Feeling safe traveling in city alone, by foot or bike or etc., safety, safety of the community

Strong economy (22)

- Family wage jobs, business opportunity, close proximity to shops and businesses, sustainable economy, downtown and commercial development, economically robust, quality jobs

Quality education (20)

- Top/high ranked K-12 education, improving the education for our children, education

Small town feel (11)

- Preserving small town heritage, small town environment, small town atmosphere, providing a welcoming and friendly atmosphere, charm

Community involvement (10)

- Civic pride, community spirit, volunteerism

Organizational Values revisited

Integrity (24)

- Have integrity, integrity, being honest, ethical and dependable

Excellent services (21)

- Provide excellence in services: police, fire, water and sewer at a fair price, good municipal services, easy access to municipal services, especially through online methods, service, meeting needs in an efficient and positive manner to ensure a safe and pleasant city

Accountability (19)

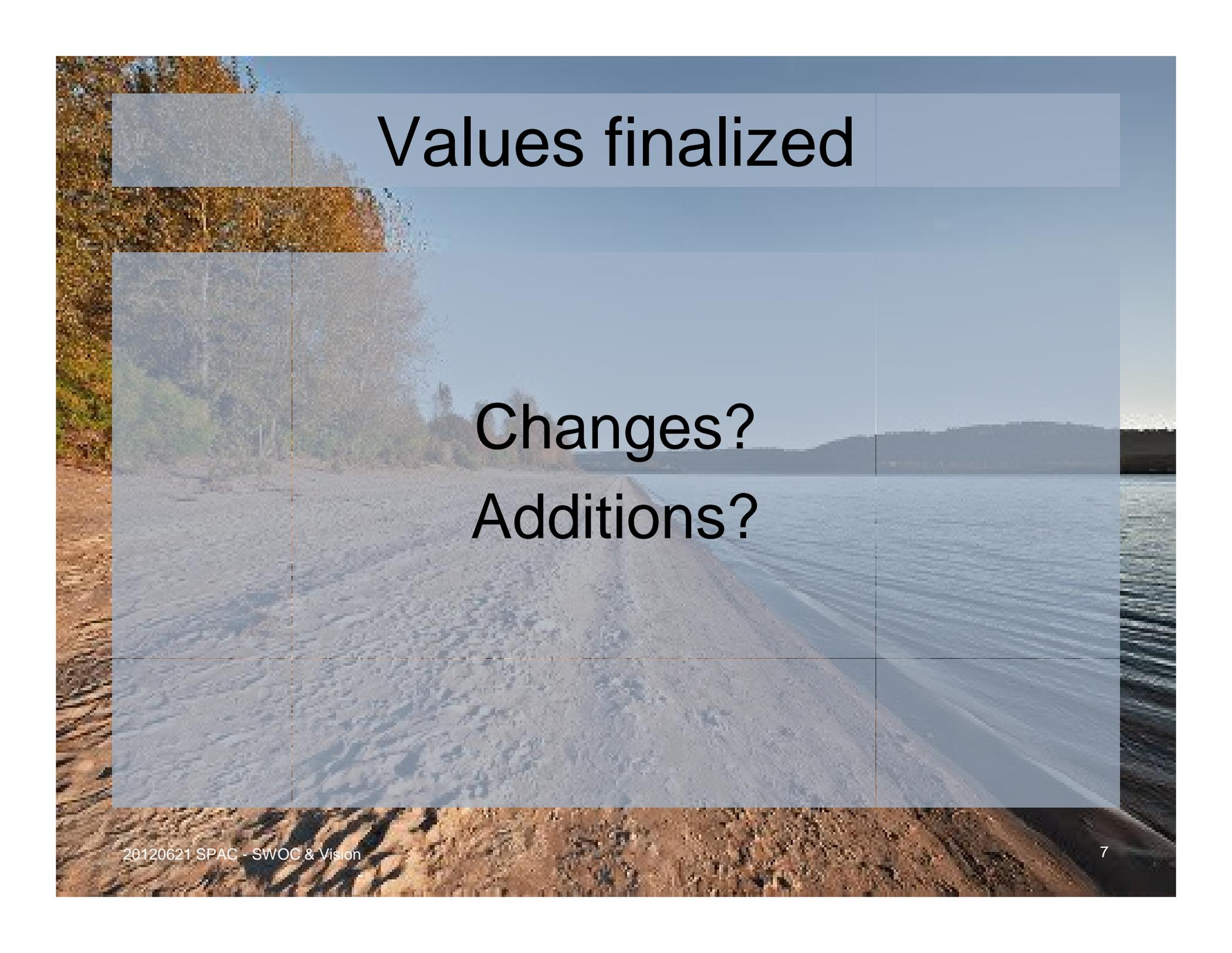
- Accountable, taking responsibility for decisions and accurately reporting plans, actions and results

Strong leadership (17)

- Clear leadership and a goal forward along with a clear set of standards, guidance, leadership, decisiveness

Customer orientation (13)

- Responsive: listening, caring and acting promptly and appropriately, attentiveness, helpfulness, service-oriented to meet customer needs, clear organization chart, so customers know where to go for what



Values finalized

Changes?
Additions?

SWOC

	Helpful Achieving the objective	Harmful Achieving the objective
Internal origin Attributes of the organization	S Strengths	W Weaknesses
External origin Attributes of the environment	O Opportunities	C Challenges

SWOC overview

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

SWOC input analysis

Key categories emerged:

Adaptability, communication, customer service, the economy, internal efficiency, constituent engagement, the environment, staff expertise, new or expanded functions, fiscal challenges, 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

Finalize SWOC Strengths

Changes?
Additions?

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 (IT)

Finalize SWOC Weaknesses

Changes?
Additions?

Realizing opportunities

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

Finalize SWOC Opportunities

Changes?
Additions?

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)

Finalize SWOC Challenges

Changes?
Additions?

Vision Statement

Discussion and brainstorming

- Of the examples provided, which did you like?
- Why?
- What are important ideas to incorporate into a vision statement for the City of Washougal?
- Offline assignment – draft your own vision statement and submit no later than July 6

SPAC and City Council

Joint SPAC / Council workshop August 13

- Will ask for SPAC input on council presentation
- Need 3 to 4 volunteers to help present materials
- All SPAC members encouraged to attend joint workshop

Upcoming

- July 12 Review and discuss vision statement
- August 2 Strategic goals discussion
- August 13 City Council joint workshop
- August 16 Discuss and finalize strategic goals
- Sept. 20 Review Strategic Plan draft
- October City Council Strategic Plan adoption