



# STRATEGIC PLANNING ADVISORY COMMITTEE

August 2, 2012

**I. CALL TO ORDER: 6:09 P.M.**

**ATTENDING:**

Terry Babin	Tina Bair	Joshua Banks	Susan Hullinger
Trevor Evers*	Shena Frentsos	Darlene Stickel*	Betsy Williams*

**ABSENT:**

Molly Coston	Tom Crozier	Maddie Down	
Bobby Holley	Bill Macrae-Smith		<i>*denotes staff</i>

**II. INTRODUCTIONS AND AGENDA REVIEW:**

Strategic Planning director Trevor Evers opened the meeting with an agenda and program to date review. In talking about the vision statement Frentsos said that when seeing the mission, values and vision all together they mesh well. However, from a marketing perspective she wondered about the similar wording between the vision and mission and how that will look to outsiders. Williams suggested reversing the statements with vision first and mission at the end. After some editing and modifications, the vision, values and mission draft statements were approved by SPAC. See illustration above.

### Vision, Values and Mission

**Our Vision** -- Washougal will be a safe, healthy and economically vibrant community that balances growth and expanding opportunity while preserving the best qualities of small-town living.

<p><b>Community values</b></p> <ul style="list-style-type: none"> <li>Community involvement</li> <li>Quality education</li> <li>Safe community</li> <li>Small-town feel</li> <li>Strong economy</li> </ul>	<p><b>Organizational values</b></p> <ul style="list-style-type: none"> <li>Accountability</li> <li>Customer orientation</li> <li>Excellent services</li> <li>Integrity</li> <li>Strong leadership</li> </ul>
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**Our mission** is to provide leadership and effective, fiscally responsible services that achieves our community's vision.

**III. SWOC FINALIZED:**

After including two staff-missed edits SPAC members finalized Washougal's organizational strengths, weaknesses, opportunities and challenges list. See illustration at right.

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

#### IV. PRIORITIES (August 2 offline assignment):

Williams opened discussion by calling attention to the priorities offline assignment. Based on the offline input supplied by SPAC members, staff initiated ten initial sorting categories. Working in concert, members shifted categories downward which then according to Williams will lead to strategic goal setting. Based on offline input, staff defined categories as *communication, community engagement, core services, economic development, healthy lifestyle, integrated planning, quality education, safe community, small-town feel* and *transportation*.

Frentsos said that even though we want to keep things livable "small town feel" is not measurable as compared to the other categories. As a result, except for *small-town feel*, the following key categories (pillars) with new subheadings emerged:

- Communications/Community Engagement
- Economic Development
  - Quality education
- Core Services
  - Healthy lifestyle
  - Integrated Planning
  - Safe Community
  - Transportation

Members discussed core services at length and said they are important to identify in order to have citizens behind the strategic plan. Babin said that council needs to be enthusiastic about the initiatives and not be afraid to ask citizens for funding on the things that matter most to the community. He added that someone needs to be responsible for implementing the strategic plan. Maybe that would mean city government would report to a committee who can reassess the plan and verify the importance of key components and help provide implementation. Williams thought that previous strategic plans had been staff and council driven and Babin wanted to reaffirm that city council needs to support the plan. Williams followed by saying that it will be helpful to provide accountability strategies.

#### V. PRIORITIES (August 16 offline assignment):

For the August 16 SPAC meeting, staff will reformat the augmented assignment using the latest alignments and SPAC will be asked to look at their work using a new perspective for their offline deliverable. Members were provided a four-page handout containing goal statement examples from other jurisdictions' strategic plans. In addition to study the provided examples, Williams encouraged everyone to review the included hyperlinks to see how other jurisdictions integrated their mission, values and vision with their strategic goals. She emphasized that it would be helpful to look at these *complete* plans to get a better sense of what the final Washougal plan might look like.

Williams also asked the committee to think about strategic goals and come up with catchy titles for the identified categories. She added that the key categories become the substance of the strategic plan and so wanted memorable pillar titles that had *headline pith* and/or some zip behind them.

#### VI. JOINT WORKSHOW WITH CITY COUNCIL:

Evers reminded members of the joint workshop date change from August 13 to August 20. The date is a regularly scheduled council meeting so we will be sharing the agenda. The SPAC portion will begin after council adjourns and moves to the community center to hold a more informal gathering.

SPAC presentation volunteers will meet prior to the August 20 meeting to go over the PowerPoint presentation and review talking points.

#### VII. MEETING ADJOURNED:

The meeting adjourned at 8:04 p.m. with a group picture taken by Stickel in front of the SPAC office.