



Strategic Goals

Together mapping the community's future

City of Washougal

SPAC

Strategic Planning Advisory Committee

Agenda

- August 2 minutes and agenda review
- Priorities offline assignment discussion
- August 20 Joint Workshop preview
- August 23 Workshop debriefing

Strategic Plan Timeline

	Draft Mission Statement Feedback and data review	Revise SWOC Finalize Values Introduce Vision	Introduce priorities	City Council & SPAC Joint Workshop	Review draft Strategic Plan (roadmap)	
March	April/May	June	July	August	September	October
SPAC Kickoff Operating Principles	Introduce SWOC Analysis Finalize Mission Statement Draft Values		Review and finalize Vision	Discuss and finalize Strategic Goals	City Council Strategic Plan Adoption	

Plan building blocks

- Public Input
- Mission Statement
- Community and Organizational Values
- Strategic Analysis (SWOC)
- Vision Statement
- Key issues identification
- Recommended strategic goals, objectives and success measures
- Draft Strategic Plan

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.

Community values

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

Organizational values

Accountability
Customer orientation
Excellent services
Integrity
Strong leadership

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

Internal origin Organization attributes	Helpful Achieving the objective	Harmful Achieving the objective
	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.)

Priority Categories

1. Communications and Community Engagement
2. Economic Development
3. Core Services

Communication and Community Engagement

- Ensure transparency in city government
- Enhance organization accountability and visibility
- Improve communication between city council, staff and citizens
- Draw the community together
 - Promote citizen participation and community involvement including emphasis on youth & seniors
 - Develop pride and a strong sense of community
- Foster a “small-town feel”

Small-town feel

What constitutes a small-town feel?

- A community that is clean, safe and family friendly
- Good schools, local and neighborhood connections
- Places to walk, run, bike, hike or even saunter a bit
- 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

Economic Development

Build a solid economic base

- Promote Washougal to new and existing businesses
- Encourage area job growth to support a solid tax base
- Renew focus on downtown development efforts
- Partnership with the Port of Camas/Washougal

Market Washougal

- Advertise recreational opportunities, nature, parks, water access
- Sway citizens to shop local - *money that's spent here, stays here*

Partner with local business and non-profits

- Foster area events to attract local citizens and repeat visitors
- Sponsor volunteerism and community engagement

Support Quality education

- Partnership with Washougal School District
- **Integrated planning**
 - Integrate other Washougal planning documents with strategic plan

Core Services

Provide quality, cost-effective municipal services to support:

- **Healthy lifestyle and community well-being**
 - Build, maintain and develop recreational and public spaces
 - Partner for a healthy physical and social environment

Infrastructure/ Capital Improvements

Human Resources to support customer service

Federal & State Funding- Local Match etc..

- **Safe community**
 - Provide effective emergency and protective services
 - Maintain a safe and small community
 - Appropriate fire/police ratio for a safe community
 - Ensure an efficient, reliable public infrastructure
- **Transportation**
 - Provide public transit
 - Promote opportunities for pedestrians and bicycles

Upcoming

August 20 - SPAC/City Council Joint Workshop

August 23 - Joint Workshop *debrief* (NEW!)

August 31 - *Offline assignment due* “Strategic Goals -- Success Measures”

September 20 - Review Strategic Plan (roadmap)

October - City Council Strategic Plan adoption