



# JOINT CITY COUNCIL WORKSHOP

City of Washougal

**SPAC**

Strategic  
Planning  
Advisory  
Committee

Together mapping the  
community's future.

# Agenda

- Strategic planning components
- Meet and greet advisory committee
- Public engagement campaign
- Vision, values and mission (drafts)
- SWOC (strengths, weaknesses, opportunities & challenges)
- Priority issues (draft)
- The strategic plan roadmap

# 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 called a strategic plan

# Why craft a strategic plan?

It is a “living document” that

- Motivates action
- Undergoes periodic review
- Adjusts to reflect progress toward goals and/or modification of goals

Is a crucial tool to

- Guide and shape decisions
- Establishes a framework for setting priorities
- Informs leadership about citizens’ priorities
- Assists city leaders’ allocation of limited resources to programs that matter most to the community

# Strategic Plan benefits

- Serves as a road map to fulfill the city's vision, values and mission for the next 10 years
- Provides a process that allows general alignment and focus by city council, city administration and staff
- Includes the interests of citizens, business, community groups, etc.
- Fosters a sense of cohesion as to the city's strategic direction
- Provides a basis for department business plans and a Performance Management Program

# Plan building blocks

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

# Vision, Values and Mission

## Vision Statement

Desired future state –  
“What do we want to become?”

## Community/Organizational Values

Guiding principles to serve as touchstones  
in priority setting and decision making

## Mission Statement

Written statement of the city’s  
purpose or “Why we exist”

# SWOC -- strengths, weaknesses, opportunities & challenges

A SWOC analysis is used to identify key internal and external factors that are important in order to achieve objectives

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

Internal factors include – strengths and weakness inherent to the organization

External factors include – opportunities and challenges from outside the organization

# Strategic Planning Advisory Committee

SPAC / City Council Joint Workshop



Terry Babin



Tina Bair



Joshua Banks



Tom Crozier



Molly Coston



Maddie Down



Shena Frentsos



Bobby Holley



Susan Hullinger



Bill Macrae-Smith

# Roles and responsibilities

	STAFF	SPAC
Public engagement	Primary	Support
Mission Statement	Support	Primary
Values Statement	Support	Primary
Vision Statement	Support	Primary
SWOC (Strengths, Weaknesses, Opportunities, Challenges)	Primary	Support
Identification of issues	Support	Primary
Recommended Strategic Goals, etc.	Support	Primary
Strategic Plan (draft)	Primary	Review and comment
Final Strategic Plan presentation to City Council	Joint	Joint



# PUBLIC ENGAGEMENT CAMPAIGN

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# Gathered information context

- The results of citizen surveys are only one information piece to shape Washougal's direction
- Slides and/or comments are not in any particular order
- Some comments and results may reflect national and local environments as well as individual experiences
- Examples:
  - Business walk-and-talk during construction on E Street and Highway 14
  - Economic Recession
  - Employment concerns
  - Housing market

# Public engagement

## Top comments received

- Commercial & economic development
- Jobs
- Transportation
- Parks and trails
- Downtown revitalization
- Police, fire and EMS - community safety

# Public engagement outreach goal achieved

## Total contacts – 1,287

- Walk-and-talk to commercial or industrial businesses (136)
- External and internal stakeholder interviews
- On-line polls (157); telephone surveys (531)
- Presentations
- Coffee conversations and contractor coffee meetings
- Public workshops
- Farmer's Market and Port concerts
- Previously elected and appointed board members
- Service organizations
- Survey boxes

*Public Outreach Goal: contact 5% - 10% of the population (700-1,400)*

# Additional subject areas

- Community Activities/Events
- Impact Fees
- Library
- Senior Citizens
- Sidewalks
- Community Aesthetics
- Citizen Communications
- Tourism
- Utility Rates
- Youth
- Growth

# Expressed interest

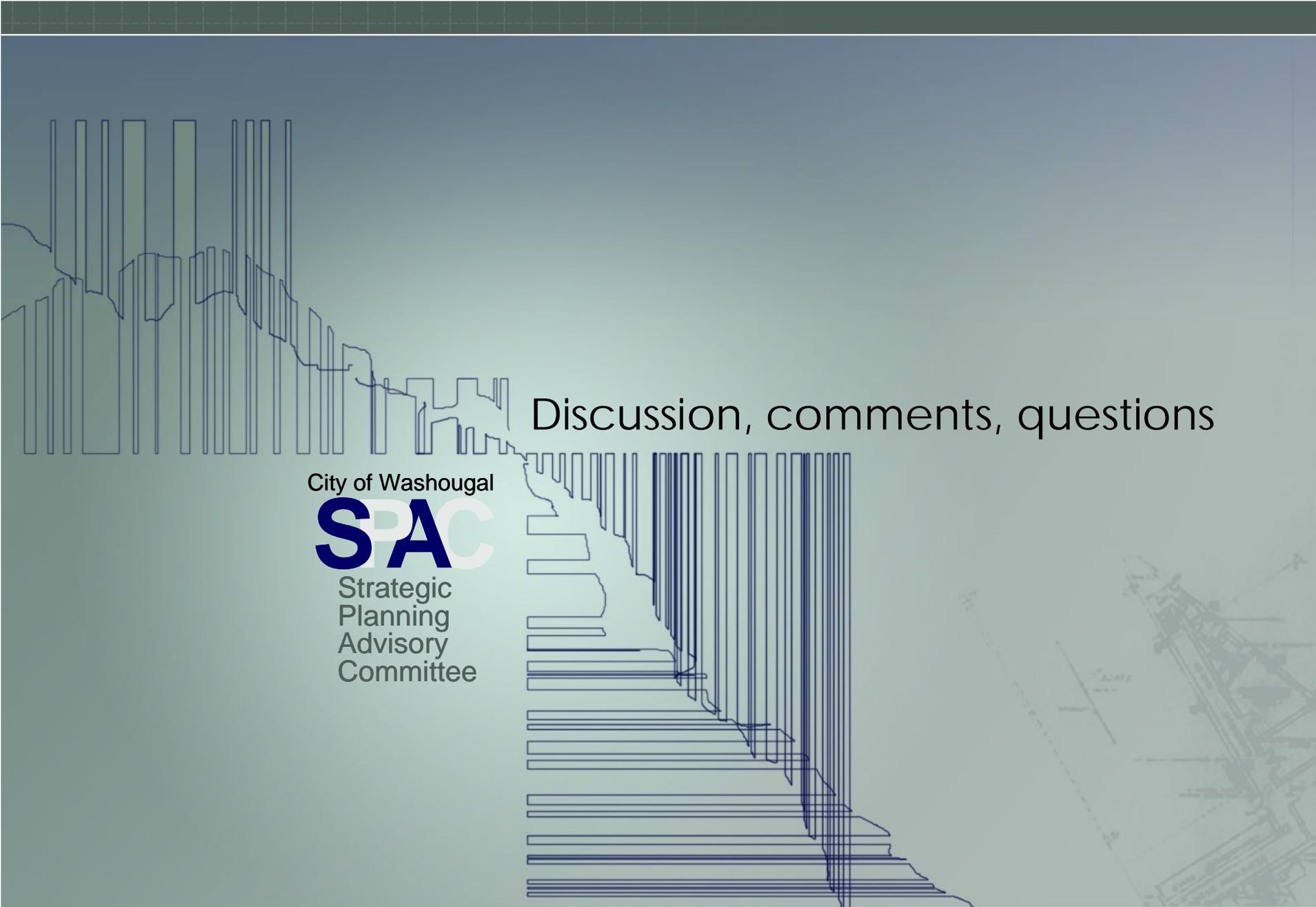
- Desire for community activities and special events
- Aesthetics – dilapidated buildings and other challenges make Washougal unattractive to business
- A better and larger library is needed
- Impact fees for new growth should be higher
- Developer fees have not adequately addressed city costs for services and roads
- Senior citizens – senior housing, hospital
- Sidewalks needed to all schools and interconnected throughout town

# More comments

- Tourism – seek out tourism opportunities
- Utility Rates
- Youth activities – nothing for kids to do in the community
- Employment

# Business & industry comments

- Business Association needed (location specific – Downtown, E Street, Industrial Park)
- Economy has hit the majority of businesses hard
- Signage needed directly to downtown businesses
- Website usability/functionality – ability to use city website to advertise or link
- Monthly newsletter (business and public/electronic version)



Discussion, comments, questions

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# DEVELOPING THE STRATEGIC PLAN

Together mapping the  
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# Strategic Plan Timeline



# Vision Statement (draft)

Washougal will be a safe, healthy and economically vibrant community that balances growth and expanding opportunity with fiscally responsible services while preserving the best qualities of small-town living.

Strategic Planning Advisory  
Committee, July 2012

# Values (draft)

## Community Values

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

## Organizational Values

- Accountability
- Customer orientation
- Excellent services
- Integrity
- Strong leadership

# Mission Statement (draft)

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

Strategic Planning Advisory  
Committee, April 2012

# 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.

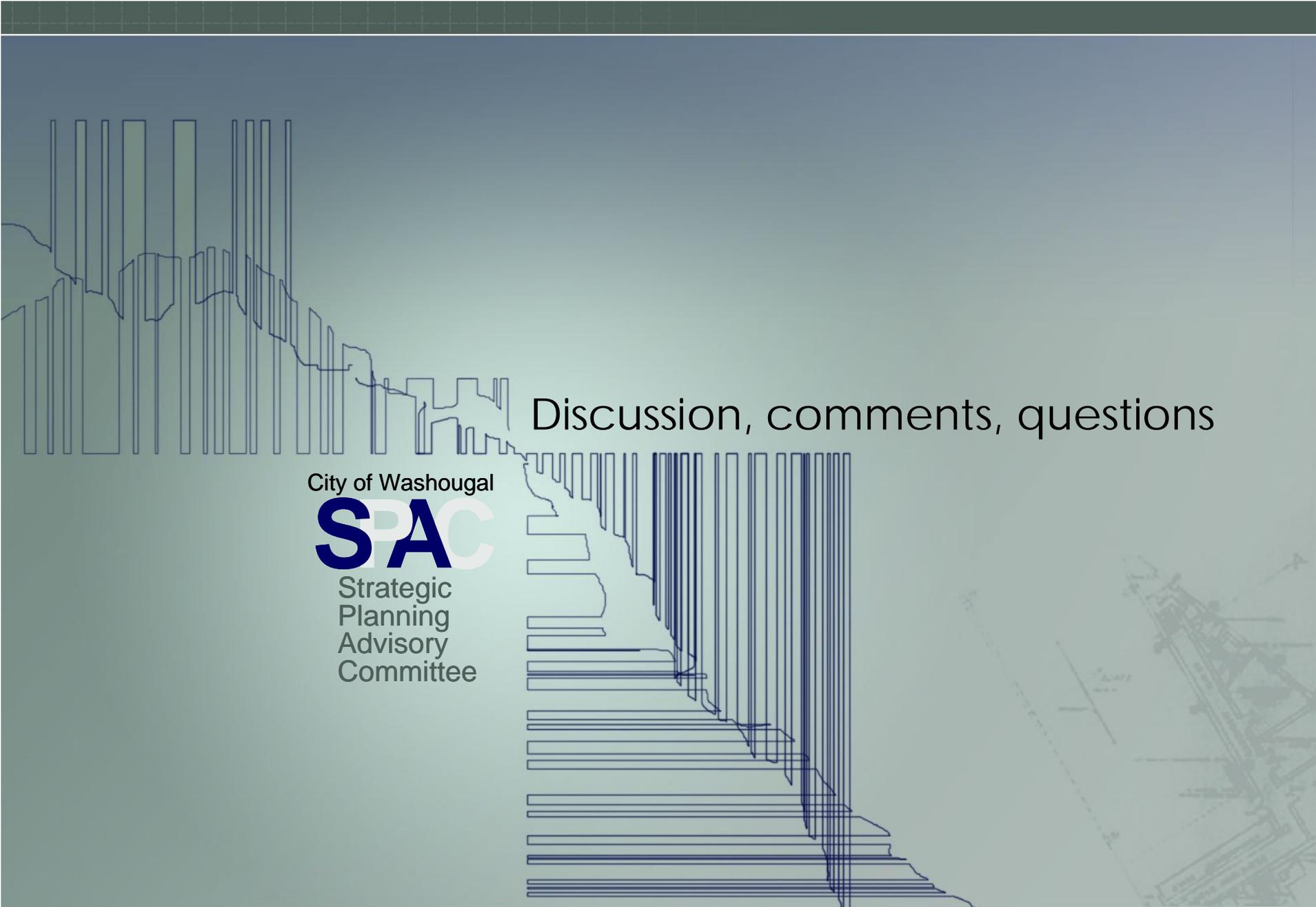
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# Strengths, Weaknesses, Opportunities & Challenges

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

# Assessing strengths

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

# Addressing weaknesses

- 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

# Realizing opportunities

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

# Overcoming challenges

- 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.)

**Helpful**  
Achieving the objective

**Harmful**  
Achieving the objective

**Internal origin**  
Organization attributes

**Strengths**

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**Weaknesses**

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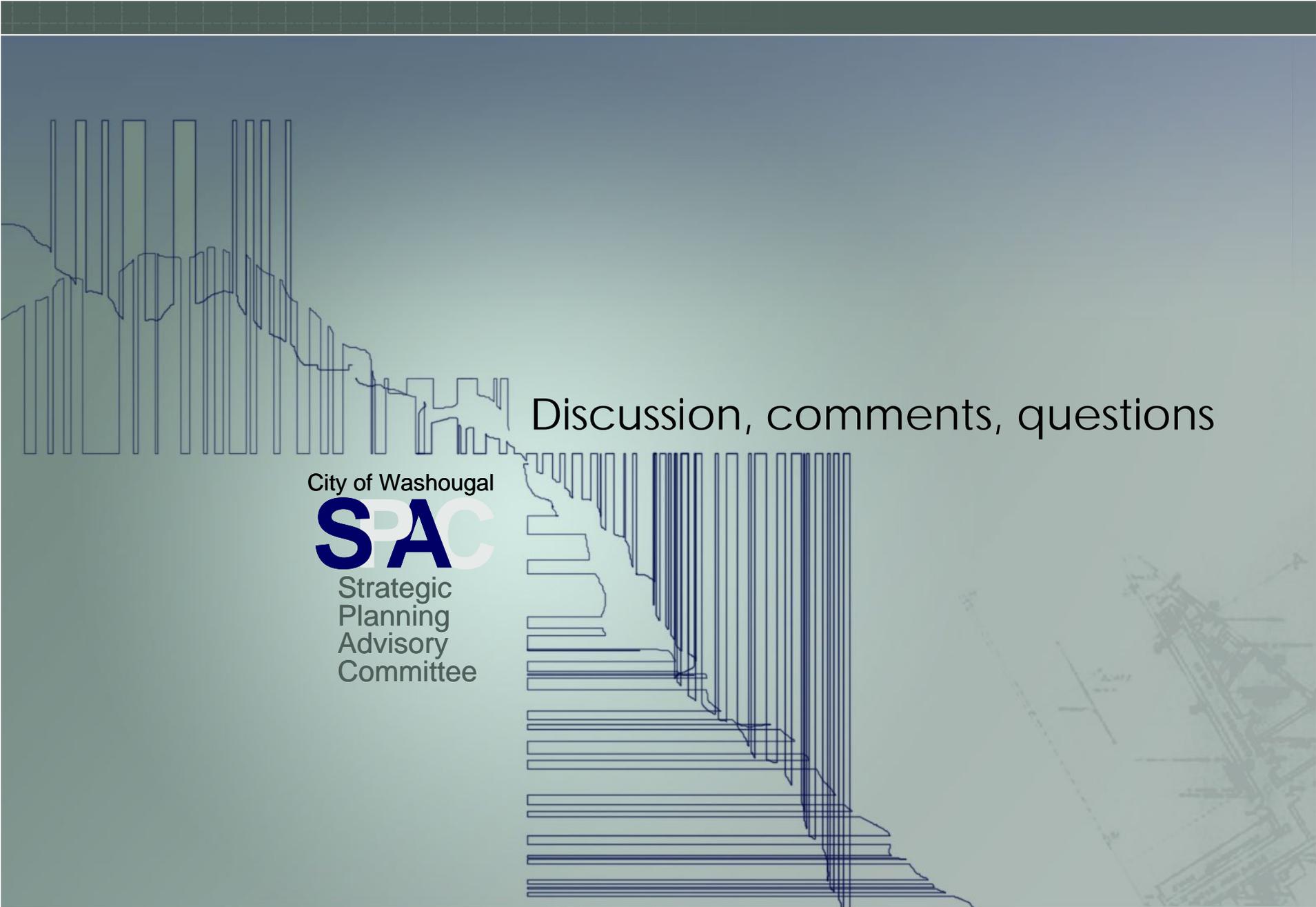
**External origin**  
Environment Attributes

**Opportunities**

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**Challenges**

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# Priority Categories

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

# Communication and Community Engagement

- Transparent city government
- Establish staff measures, accountability and visibility
- Enhance communication between city council, staff and citizens
- Draw the community together
  - Promote citizen participation and community involvement
  - 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 current and potential businesses
- Encourage area job growth to support a solid tax base
- Renew focus on downtown development efforts
- Continue to partner 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

## Integrated Planning

- Integrate other Washougal planning documents with the Strategic Plan to solidify efforts

# Economic Development

Partner with local business, non-profits  
and local agencies

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

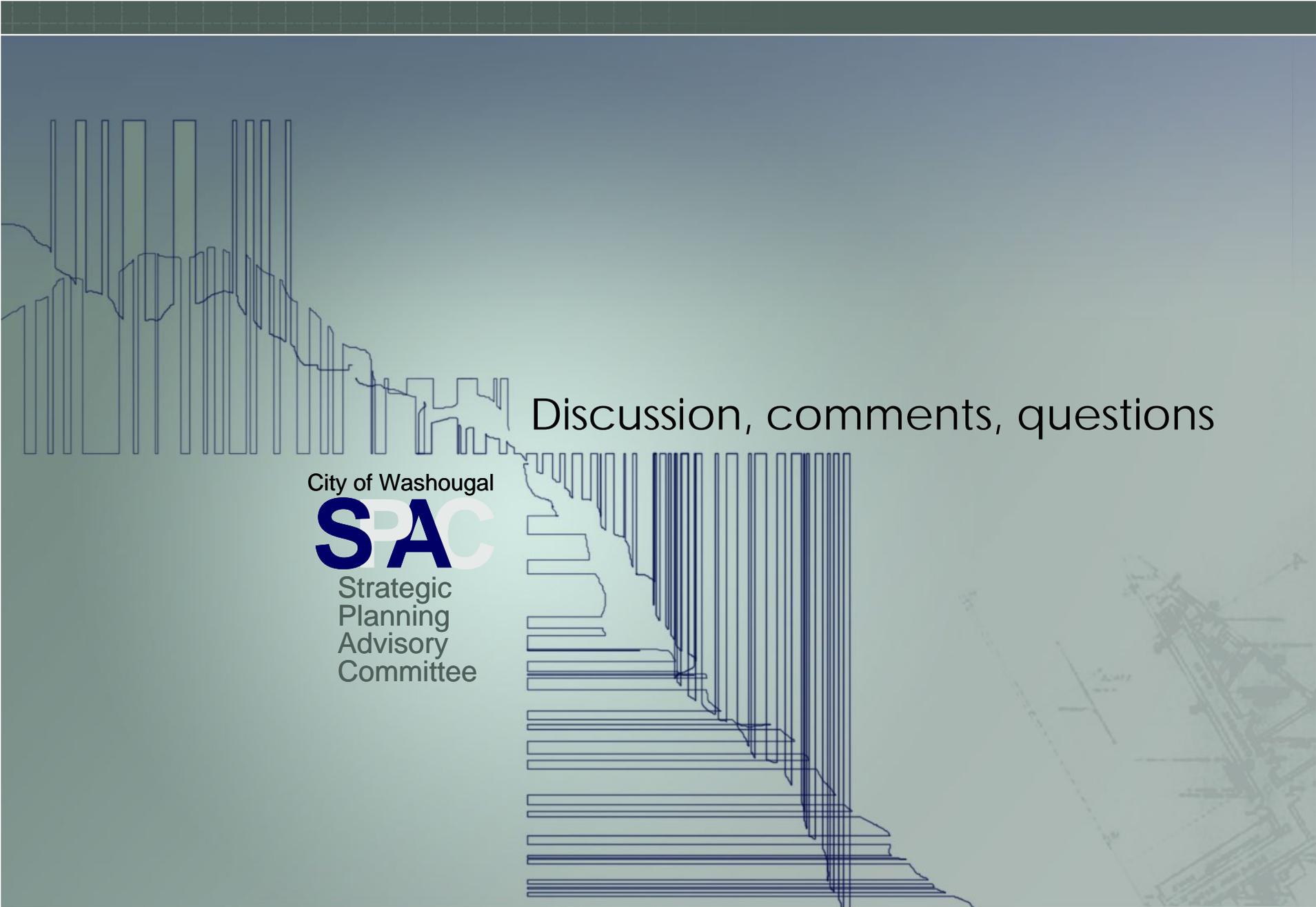
Quality education

- Support a quality school system
- Enhance partnership with Washougal School District (WSD)

# Core Services

Provide quality, cost-effective municipal services:

- Healthy lifestyle and community well-being
  - Build, maintain and develop recreational and public spaces
  - Partner for a healthy physical and social environment
- Infrastructure
  - Ensure an efficient, reliable public infrastructure system
- Human Resources
  - To support customer service demands
- Safe community
  - Provide effective emergency and protective services
  - Maintain a safe and small community
  - Appropriate fire/police ratio for a safe community
- Transportation
  - Provide public transit
  - Promote opportunities for pedestrians and bicycles



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# CITY COUNCIL REVIEW AND ADOPT THE STRATEGIC PLAN

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NEXT STEPS ...  
October 2012

# Next Steps in Strategic Planning

- Incorporate City Council feedback into the planning process
- Create strategic goals for each priority area identified
- Develop measures to track performance outcomes of set goals
- Compile “road map” incorporating all phases of the strategic plan into a guiding document
- Fall 2012 - City Council Action