



STRATEGIC PLANNING ADVISORY COMMITTEE JOINT WORKSHOP DEBRIEF

August 23, 2012

I. CALL TO ORDER: 6:03 P.M.

ATTENDING:

Terry Babin	Tom Crozier	Shena Frentsos	Susan Hullinger
Darlene Stickel*	Betsy Williams*		

ABSENT:

Tina Bair	Joshua Banks	Molly Coston	Trevor Evers*
Bobby Holley	Bill Macrae-Smith		*denotes staff

II. INTRODUCTIONS AND AGENDA REVIEW:

Strategic Planning consultant Williams opened the meeting with an agenda review. Director Evers was excused due to a prior commitment.

III. JOINT WORKSHOP DEBRIEF AND OPEN DISCUSSION:

Stickel handed out a document containing small stills of the 42 presentation slides and the attendee comments gathered from the August 20 SPAC / City Council Joint Workshop.

Babin expressed concern over Councilman Shoemaker's comments on the Mission Statement. Shoemaker is familiar with mission statements as "operational" documents. Babin followed up with Shoemaker that each department will then write their own mission statements which will be more aligned with the operational-design concept.

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

Later that evening Evers was approached by Councilman Shoemaker who said that after speaking with Babin he had a better understanding of the approach in crafting the mission statement.

Crozier said things seemed well received and council recognized that the plan is a work in progress. Unfortunately council did not get to us until 7:30 p.m. and the room was overly hot.

Babin said the presentation debrief notes capture was well done and then brought up the subject of outreach questions on how to engage citizens. Several members expressed concern regarding how the city of Washougal will stay with the strategic plan once the planning process is complete. Williams added that we may need to make specific recommendations and added that Mayor Guard gave a partial answer when he said that departments will create individual business plans after the plan is adopted. She added that the problem is the goals don't cross over well so the committee may want to talk about strategies for work groups charged with creating individual department plans.

Babin said he had some concern about the items that were pulled from our initial 57-slide presentation thus reducing it to 42 slides along with altered verbiage. While he understood the political reason behind the culling nonetheless was wondering how you handle interdepartmental issues in order to enforce an integrated plan. He then asked if Dave Scott, the city manager could be

invited to the September 6 SPAC meeting since the strategic plan falls under his leadership. Crozier added that Scott is the primary person to hold employees accountable.

Conversation then moved to Shoemaker being unsettled over the “leadership” that council is supposed to carry out. He seems unclear on the role of leadership in achieving the vision. Williams responded that SPAC’s role is to represent the citizens and not the city or the council. This is what the people in the community are saying and added that it is pretty clear that they expect the council to look ahead. Frentsos said that people representing our city should represent the community well and if that’s not occurring then it should be because being a positive role model is important.

Babin said that perhaps we may have to make things more visible and demographics pulled forward for the council. The city doesn’t have the money and so may have to find other ways to get the plan done. Williams added that SPAC can do a better job at connecting communication and community support and by defining city initiatives so that they are made clear.

Frentsos is a huge supporter of Camas parks because she sees their person visibly promoting them which Washougal does not. She mentioned another prime disconnect example that as a local business she was invited to do a Christmas float but was notified only a week before the event. There simply was not enough time to put something together. Information must be timely and inclusive.

Under communication and engagement Williams asked who plays the connecting role and referenced Councilwoman Freeman speaking of the Washougal Community Coalition and their coordinating role where we may want to make some recommendations. They could provide some leadership, spearheading, coordinating, and help in creating connections. Williams will talk to Evers about getting more invitation about that group.

When the *3 Priorities* were introduced SPAC members saw a lot of heads nodding. It was noted that *transportation* needs to be called out more as that appears to be a council focus. Babin said the priority section was not anything with which council could disagree.

Williams said she detects (not untypical) that the city is under-resourced/under-staffed and may be the reason why no changes due to “dancing as fast as they can.” If you can’t take something off the plate then nothing new can be added. That then brings up the question of efficiency. Are we doing things efficiently, simply, or do we really have unnecessary processes.

A strategy question was raised by Babin who asked Williams about strategy development and charting to determine the highest priority items. She responded by saying that the next step will be to come up with strategies and objectives that are doable – not too many and they should be prioritized into a clear and manageable list. Some will be the “low-hanging fruit” though some could be more impactful and will take more time and may require tradeoffs and a reallocation of resources to make the plan work.

Citing the transportation improvement plan which is a 6-year “rolling” plan where if nothing gets done it just rolls forward as an example, Williams said we need to incorporate a manageable number of objectives with built-in accountability measures to the citizens.

Crozier suggested that if we invite the city manager David Scott and Mayor Sean Guard to the September 6 meeting then we should put our thoughts and questions together as a committee to

present to them beforehand. That way there are no surprises and the committee will become better informed as to when/if the plan will be initiated, supported and measured appropriately. It is important that it is integrated alongside the budget process to ensure implementation and backing.

Babin reminded everyone that SPAC's role is to advise the mayor and city council. It's where perception is important and becomes a balancing act of how do citizen perceive actions. It boils down to measuring what is important and how one gauges when/if goals are being achieved.

IV. OFFLINE ASSIGNMENT – Strategic Goals, objectives, strategies and measures

Williams will pull together an offline assignment handout early next week to assist SPAC members in writing strategic goals and their underlying objectives, strategies and measures for success. The Priority slide list will be included with the handout for reference.

V. MEETING ADJOURNED: 7:18 p.m.