



# STRATEGIC PLANNING ADVISORY COMMITTEE

September 6, 2012

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

**ATTENDING:**

Terry Babin	Joshua Banks	Molly Coston	Tom Crozier
Susan Hullinger	Trevor Evers*	Darlene Stickel*	Betsy Williams*

**ABSENT:**

Tina Bair	Maddie Down
Shena Frentsos	Bobby Holley

\*denotes staff

**II. INTRODUCTIONS AND AGENDA REVIEW:**

Strategic Planning consultant Williams reviewed the agenda and allowed attendees time to read the August 23 Joint Workshop Debriefing minutes. Two additional meetings are requested on October 4 and October 25 to allow SPAC to focus on the remaining priority areas of Economic Development and Core Services. A new Strategic Plan Initiative *Timeline* was introduced that included PowerPoint slide illustrations.



**III. COMMUNICATION & COMMUNITY ENGAGEMENT PRIORITY / PILLAR #1 (#2):**

Williams addressed the 'natural split' between communication and community engagement due to their respective goal statement input by SPAC members. During discussion it was agreed that communication priorities covered the way government interacted with citizens and community engagement delved into fostering and building a sense of community. Coston echoed the sentiment while Crozier commented that there were lots of contribution similarities, however, adding that he was not sure the two priorities should be separated.

Seeing it both ways, Hullinger added that communication and community engagement are linked but would be more manageable with separating them into two priorities.

Babin asked a question regarding 'strategy versus means' and Williams noted that terminology can be evasive and to focus on the goal for each priority area. City government's role is important and requires effective communication with their citizens. Another piece is tied to transparency (relationships) and the degree to which they get considered and made available. She said that clear goal statements will assist in defining each priority.

Babin suggested terse wording for goal statements with the simpler-the-better while Crozier felt that more verbose statements brought energy and vigor. Williams commented that saying writing goal statements was a balancing act between simplicity and effectively defining the goal.

Hullinger said that even quality communication does not always inspire trust and then asked how do we enhance trust? Babin said trust was related to citizen engagement and Banks said, "We need to have factual and effective communication if we want to build trust." Coston said, "When it comes to communication and community engagement they are joined at the hip."

Williams asked, "How would one know if citizens trusted local government? What is the 'end state' you want to get?" She then referred to strategies as a way to achieve goals, but only if they are a high

enough level and not specific so others are encouraged to work on how best to implement them. Once the goals are rolled into the organization through individual department business plans they will serve as guidance rather than specifically dictate actions. She said there should be 5 to 7 strategies behind each goal and so staff has broken out 'communication' into 7 categories of:

- Social media, website and technology for communication
- Solicit citizen input
- Provide current and accurate information
- Report progress toward strategic goals
- Strategic partnerships
- Transparency / accountability

Williams added that even though we initially had only three priority categories it may be that we need to have additional pillars by breaking out more. She pointed out that everything will be ultimately interconnected because our focus is on a 'system' where goals relate to or impact others.

Babin talked about having timelines for front-end work and Williams said we can set timelines in measures or use the 'order' they are in to build upon. She said that dashboards can be labor intensive though are the most effective in reporting results.

Crozier brought up the issue of a city Public Information Officer or at least a designee within each department to serve as an information representative and who could assist in developing departmental draft priorities. Crozier wanted to know what is the city planning to share? Will the city's Report Card on the Strategic Plan illustrate progress toward goals and objectives?

A question regarding the Senior Center came up regarding other groups using the facility. Coston said that scheduling needed to be sensitive and not be in conflict with the seniors. Banks said youth would be very interested in the center if it were made available for a two-hour period after school. Evers mentioned other city-owned buildings such as the Children's Home Society across from City Hall should also be reviewed.

Evers agreed to obtain more information on the Washougal Community Coalition.

#### **IV. LEADERSHIP QUESTIONS:**

SPAC members received the draft Leadership Questions that will be sent to Mayor Sean Guard and City Administrator David Scott to answer. The two will be invited to the September 20 SPAC meeting and providing them with a list of questions beforehand will help facilitate discussion.

#### **V. ECONOMIC DEVELOPMENT / PILLAR #3:** (offline assignment due via email by September 17)

Stickel emailed SPAC members the next offline Priority assignment on crafting their Strategic Goals and Success Measures for Economic Development. Input will be reviewed in depth at the September 20 SPAC meeting. The revised Pillar #1 Communication and Pillar #2 Community Engagement Strategic Goals and Success Measures document will be sent to SPAC members as soon as staff makes the requested edits.

#### **VI. ADDITIONAL MEETING DATES REQUESTED:**

October 4 has been requested as an additional meeting date to focus on the Core Services priority. October 25 is another additional meeting date set up so that SPAC will be able to review the Strategic Plan Roadmap first draft and discuss changes as a group.

#### **VII. MEETING ADJOURNED:** The meeting adjourned at 8:04 p.m.