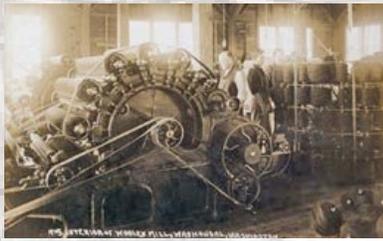


January 14, 2013



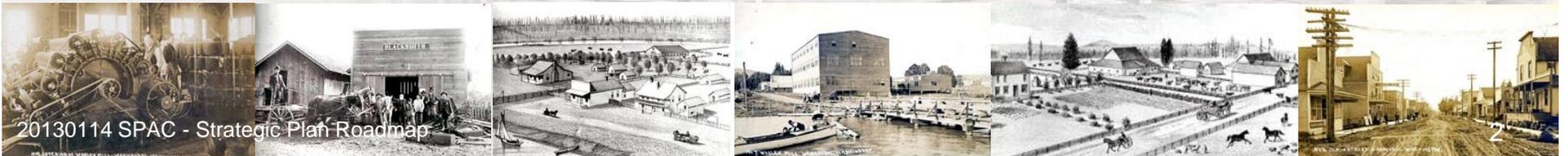
City of Washougal
SPAC
Strategic
Planning
Advisory
Committee

Delivering the Strategic Plan

Together mapping the community's future

Agenda

- Introductions
- Plan components
- Vision, Values and Mission
- Strengths, weaknesses, opportunities & challenges
- Four Priority Pillar Goals
- Discussion



Strategic Plan Initiative

March
22

City of Washougal



March 22
Operating Principles



April 5
Financial Report



April 19
Mission & Public
Engagement



May 11
Milestone Update



June 5
Department Head
Status Report with Social Media introduction



April
5, 19

May
11

June
5, 7, 21



June 7
SWOC & Values



June 21
SWOC & Vision



July 12
Vision & Priorities



August 2
Introducing
Strategic Goals



August 16
Strategic Goals



August 20
SPAC / City Council
Joint Workshop

July
12

August
2, 16, 20, 23



August 23
Joint Workshop
Discussion/Notes



September 6
Priorities #1 & #2



September 20
Priority #3



October 4
Priority #4



October 25
Strategic Plan Review

September
6, 20

October
4, 25



Strategic Plan Roadmap
City Council Adoption

January 2013

TIMELINE

Plan building blocks

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



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.



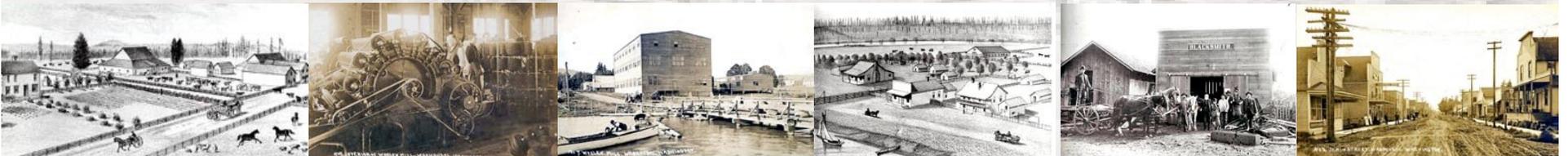
SWOC Analysis

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

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

Introducing Strategic Goals

1. Communication
2. Community Engagement
3. Core Services
4. Economic Development



Priority Goal Pillar #1

COMMUNICATION

Provide open and accountable city government through effective communication to foster citizen participation.



Priority Goal Pillar #2

COMMUNITY ENGAGEMENT

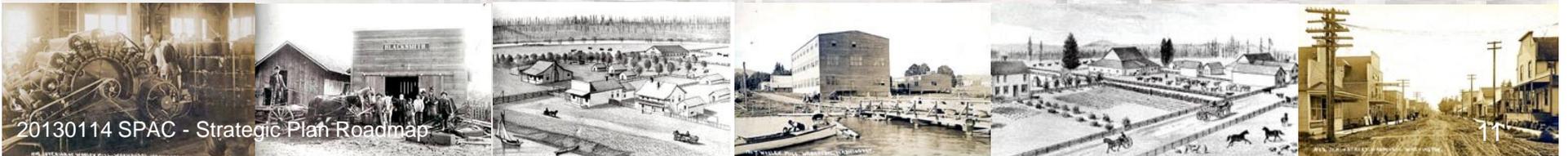
Support and promote opportunities for community engagement to build a sense of community and preserve our small town-feel.



Priority Goal Pillar #3

CORE SERVICES

Provide effective leadership to ensure that Washougal residents receive quality, cost-effective municipal services.



Priority Goal Pillar #4

ECONOMIC DEVELOPMENT

Build a solid economic foundation to ensure a strong, diverse and sustainable local economy.



Recommendations & Next Steps

Upon city council consideration and adoption of the Washougal Strategic Plan, the Strategic Planning Advisory Committee recommends a series of next steps to ensure that the plan remains a "living document" and that consistent progress is made toward achieving the strategic goals.





Strategy Execution

- Identify strategy projects and align with goals
- Manage projects and assign individual roles
- Measure and report progress; reward success
- Align goals during the budget process
- Tie execution results to employee evaluations and department performance measures
- Review the plan annually and update
- Communicate, communicate, communicate



Special Thanks

- Public engagement campaign participants
- Business owners
- Community partners
- Stakeholder interviewees
- City staff
- **Strategic Planning Committee**



Sample Q&A

- How often will the Strategic Plan be updated?
- How can council members support Phase II?
- How will we inform and engage others?
- What should we do to build momentum?
- Do any of the Priority Goal Pillars resonate?
- Would you rank the Priority Goal Pillars?
- Can you identify with the Community Values?



Plan Adoption

Creating “plan” ownership around next steps

- Adopt the Strategic Plan Roadmap via resolution
- Examine city council engagement opportunities
- Strategic Planning Advisory Committee continued support options
- Foster engagement and leverage momentum



Plan Revisions Can Address

- Changing environment and demographics
- Fiscal impact
- Identified weaknesses
- Phase II resource enhancement issues
- Align key performance indicators
- Provide stakeholder reporting mechanisms



Plan Documents

- The *Strategic Plan, Appendices and Photo Credits* will be uploaded to the city's website following City Council adoption.
- Goal strategies, key performance indicators and support documents are under development and will be available when approved.
- The Strategic Planning Advisory Committee's presentations, minutes and related materials are archived on the city's website under Strategic Planning.



Phase II Implementation

The PSU Center for Public Service intends to support Washougal's plan implementation beginning with the Communication Pillar:

- Help define success of implementation
- City stakeholder analysis
- Interdepartmental goal setting
- Community awareness campaign

