



# Strategic Plan 2013 Appendices

*Together mapping the community's future*



City of Washougal

1701 C Street, Washougal, Washington 98671  
<http://www.cityofWashougal.us/> (360) 835-8501



## Appendices



- A. Biographies ..... 2
  - Advisory Committee ..... 2
  - Program Management Staff ..... 4
- B. Community Organizations ..... 5
- C. Priority Development ..... 6
- D. Social Media ..... 8
- E. Survey Questions ..... 10
  - Community Engagement Campaign (external) ..... 10
  - Staff Engagement Campaign (internal) ..... 15
  - Slogan Survey ..... 18
  - SWOC Questions — Strengths and Weaknesses ..... 19
  - SWOC Questions — Opportunities and Challenges ..... 20
- F. SWOC Analysis Survey Responses ..... 22
  - Staff input — Strengths ..... 22
  - Staff input — Weaknesses ..... 25
  - Community input — Opportunities ..... 31
  - Community input — Challenges ..... 34
  - Citizen survey responses ..... 36
- G. Values definitions ..... 46
- H. 2002 Downtown Revitalization Plan Summary ..... 48

# Strategic Plan Initiative Appendices

## A. Biographies — Advisory Committee

### Strategic Planning Advisory Committee (SPAC)

**Terry Babin** is a retired U.S. Marine Corps colonel who served as a combat engineer and a systems and operations analyst, with 12 years experience in strategy formulation, resource forecasting, and supporting cost-benefit evaluations for cabinet-level officials, senior government executives, and top military leaders. A Washougal resident since 1996, Babin holds an M.A. degree from the U.S. Naval War College and an M.S. from the U.S. Naval Postgraduate School.



**Tina Bair** is a former Washougal city employee of 26 years and a city resident since 1982. Bair has held several positions in the GFWC Camas-Washougal Women's Club and the Columbia Rebekah Lodge. She is presently chairperson of the Washougal Cemetery Board and is a member of the Washougal Festival of Trees volunteer program.



**Joshua Banks** first served as an alternate Strategic Planning Advisory Committee member and assumed Maddie Down's role when she left for college in fall 2012. Now a senior at Washougal High School, Banks attends Clark College's Running Start program and participates in high school basketball and track and field. As an engaged committee member, Banks has attended nearly every meeting and is currently active in his high school's Interact Club where students focus on volunteerism and supporting humanitarian causes.



# Strategic Plan Initiative Appendices

## Strategic Planning Advisory Committee (cont.)



**Molly Coston** has lived in Washougal since 1999 where she served as a Washougal City Council Member for six years and has been Mayor Pro Tem. Now retired from Nortel Networks as a Senior Project Manager, Coston was the 2010 chair for the Regional Transportation Council and has been a liaison for the Washougal Parks and Cemetery Boards.

**Tom Crozier**, a Washougal resident since 1978, has served on many local volunteer boards including Babe Ruth Baseball, Boy Scouts, Rotary International and Odyssey of the Mind. As a former Georgia Pacific Paper Mill employee Crozier holds an M.S. and a Ph.D. from the Institute of Paper Chemistry in Appleton, WI.

**Maddie Down** is a lifelong Washougal resident. She served on the committee during her senior year at Washougal High School from March to September 2012. Down is presently attending the University of Washington's Foster Business School and is majoring in business administration.

**Shena Frentsos** owns and operates an Edward Jones financial planning office in Washougal and has been a resident since 2008. Frentsos is an accredited asset management specialist and brings a local business perspective to the committee's work.

**Bobby Holley** is a regional manager for a medical device company where he focuses on strategic planning efforts. A former U.S. Marine officer, Holley holds a B.A. degree in Political Science/International Affairs from The Citadel in Charleston, SC. He has been a Washougal resident since 2009.

**Susan Hullinger** is a retired Information Technology Manager from the U.S. Department of State. She has worked at U.S. embassies in Paris, Dakar, Ankara and Kabul and served seven years with the U.S. NATO mission in Brussels. Hullinger holds a B.S. in Education from Ohio State University and has been a Washougal resident since 2010.



# Strategic Plan Initiative Appendices

## A. Biographies — Program Management Staff

**Joanne Boys** became a city employee in 1996. She was appointed Community Development director in 2005 and was reassigned by Mayor Guard as Co-director on the Strategic Planning Initiative. She worked on the initial public engagement campaign until her leave of absence in March 2012.

**Trevor Evers** has been a city employee since 1998 having previously served as Water System Manager, Wastewater Treatment Plant Chief Operator, Public Works Operations Manager, and in 2007 was appointed Public Works Director. Evers was reassigned as the Strategic Planning Director in March 2011 and will resume his public works role once the plan is complete. His efforts were instrumental during the public engagement campaign and he has been a driving force in directing volunteers and staff into bringing the plan into reality. Active in the community, Evers volunteers as the Clark County public water system representative on the Public Health Advisory Council (PHAC) and has been a member of the American Waterworks Association (AWWA) since 1999. Evers earned a B.S. from Oregon State University and is presently pursuing a Master of Public Administration degree from the Mark O. Hatfield School of Government at Portland State.

**Darlene (De) Stickel** has been responsible for primary research and materials delivery including writing and editing the Strategic Plan Roadmap and integrating staff and committee input into documents and presentations. She has organized plan components and finalized outcome documents. In the past, Stickel has worked across diverse industries both large and small that include manufacturing, non-profit and Fortune 500 enterprises. Retiring in 2009 from Hewlett Packard, Stickel serves on the Educational Service District 112 board of directors and is a Clark County Skills Center's General Advisory Committee member. Stickel earned her B.A. from Eastern Oregon State University and holds an M.S. in Management and Organizational Leadership from Warner Pacific College in Portland, OR.

**Betsy Williams** has more than 30 years business experience as an executive-level governmental manager and consultant and owns her own Organization Consulting business. Hired as the plan advisor, Williams brought her long-time expertise in group facilitation, performance management, team building and leadership training to the Project Management Team. Williams has extensive experience in strategic planning and has been Washougal's plan architect and project designer, leading the volunteer committee in delivering key plan components. Retiring in 2010 as the Vancouver Assistant City Manager, Williams earned a B.A. from Purdue University in medieval history and holds an MBA from the University of Portland.



# Strategic Plan Initiative Appendices

## B. Community Organizations

The following is not intended as a comprehensive list but is provided in support of Strategic Plan Priority Pillars of: **Communication, Community Engagement, Core Services** and **Economic Development** initiatives.

| Opportunities               | Source                       | Website   |
|-----------------------------|------------------------------|---|
| Clubs and organizations     | Camas-Washougal Post-Record  | <a href="http://www.camaspostrecord.com/clubs-and-organizations/">http://www.camaspostrecord.com/clubs-and-organizations/</a>   |
| Clark County volunteering   | Columbian, The               | <a href="http://www.columbian.com/news/2011/dec/26/clark-county-volunteer-opportunities/">http://www.columbian.com/news/2011/dec/26/clark-county-volunteer-opportunities/</a> |
| National volunteer database | National & Community Service | <a href="http://www.serve.gov/">http://www.serve.gov/</a>   |
| National volunteer database | Neighbor Link Up             | <a href="http://www.neighborlinkup.com/">http://www.neighborlinkup.com/</a>   |

| Organization  | Phone          | Website   |
|---|----------------|---|
| Aging & Disability Services Administration                        |                | <a href="http://www.aasa.dshs.wa.gov">http://www.aasa.dshs.wa.gov</a>                                       |
| Camas-Washougal Historical Society & Two Rivers Heritage Museum   | (360) 835-8742 | <a href="http://www.2rhm.com/">http://www.2rhm.com/</a>   |
| Chamber of Commerce, Camas-Washougal                              | (360) 834-2472 | <a href="http://www.cwchamber.com">http://www.cwchamber.com</a>   |
| Children's Home Society East County Resource Center               | (360) 835-7802 | <a href="http://www.chs-wa.org/">http://www.chs-wa.org/</a>   |
| Clark County Community Planning                                   | (360) 397-2280 | <a href="http://www.clark.wa.gov/planning/">http://www.clark.wa.gov/planning/</a>                           |
| Council for the Homeless, Clark County                            |                | <a href="http://www.icfth.com">http://www.icfth.com</a>   |
| Department of Social and Health Services, Washington State (DSHS) |                | <a href="http://www.dshs.wa.gov/">http://www.dshs.wa.gov/</a>   |
| Friends of the Columbia Gorge                                     | (503) 241-3762 | <a href="http://gorgefriends.org">http://gorgefriends.org</a>   |
| General Federation of Women's Clubs                               | (360) 834-2354 | <a href="http://www.gfwc.org">http://www.gfwc.org</a>   |
| Loaves and Fishes / Meals on Wheels Senior Nutrition Program      | (360) 210-5666 | <a href="http://www.mealsonwheelspeople.org/">http://www.mealsonwheelspeople.org/</a>                       |
| Washburn Performing Arts Center                                   | (360) 954-3107 | <a href="http://www.washburnpac.org/">http://www.washburnpac.org/</a>                                       |
| Washougal Community Library                                       | (360) 835-5393 | <a href="http://www.fvrl.org/aboutus/washougal_main.htm">http://www.fvrl.org/aboutus/washougal_main.htm</a> |

# Strategic Plan Initiative Appendices

## C. Priority Development

SPAC's goal priority development reflects the committee's revised Vision, Values and Mission statements; Washougal business realities and capabilities inside and outside the city; addresses identified strengths, weaknesses, opportunities and challenges; and is achievable and measurable.

### Communication

#### Internal

- Improved communication between departments and staff
- Create processes to enhance visibility across and through the organization
- Promote employee pride in the city and a job well done
- Continue web enhancements, maintenance and ongoing site upkeep
- Initiate social media as a communications adjunct tool

#### External

- City council transparency
- Improved ongoing and routine messaging
- Concerted focus on two-way connections via social media
- Incorporate community input and survey response opportunities
- Encourage and support a sense of community through involvement in city government, community events and activities

### Community Engagement

#### Internal

- Engage and support local non-profits' efforts through active communication, website links to newsletters, activities and agency contact information
- Use social media to promote events, inform and direct citizens to services

#### External

- Answer questions, provide information, and promote citizen involvement
- Use social media to promote connections, drive participation and enhance service delivery opportunities through community-based volunteerism

### Community Lifestyle

- Maintain a safe community with a small-town feel
- Link community groups through social media information exchanges
- Provide the proper ratio of fire/police/EMT services to ensure a safe community
- Offer disaster and safety 'push' messages via the website and/or social media venues

### Economic Development

- Establish a Washougal 2025 Master Plan
  - Incorporate updates and consolidate previous plans
- Actively pursue downtown revitalization
  - Use website linkages for city services, local resources, schools, and educational testing results to attract families, retirees and businesses to the area
  - Provide, maintain and develop citizen-friendly outdoor spaces
  - Advance commercial development and link information on available properties and brokers on website



# Strategic Plan Initiative Appendices

## Priority Development (cont.)



- Sponsor/partner in downtown events and activities to draw citizens and visitors
  - Hold community activities adjacent to events (i.e. Motocross)
  - Leverage historically occurring events (Arbor Day, 4th of July, Memorial Day, Pendleton Days, etc.)
  - Promote tourism and actively market the community as a destination
  - Niche market to businesses that will enhance diversity and add to local tax dollars (money spent in the community ... stays in the community)

### Partnerships

#### Internal

- Share knowledge and processes across departments
- Pool resources to maximize citizen support and service delivery initiatives
- Incent employees to volunteer

#### External

- Enhance city services
  - Transportation cooperative
  - CWEDA
  - Chamber of Commerce
  - City of Camas, Clark County
  - Regulatory state and federal
- Foster civic pride and engagement through community and regional partnerships
  - Youth outreach
  - Senior and the disadvantaged programs
  - Partnering teens and seniors for mutual benefit opportunities (mentoring at risk youth, introduce seniors to technology)
  - Work with local schools to provide natural educational components (i.e. the environment, job shadowing, exposure to city government)
- Support a healthy physical and social environment
  - Meet-and-greet opportunities
  - Movies in the park
- Volunteering



### Infrastructure

- Transportation
  - Bike and walking paths
  - Parking and sidewalks
  - Street lighting
- Utility Services
  - Clean/safe drinking water
  - Storm and wastewater treatment prior to discharge to area rivers
- Public Safety
- Emergency medical services and fire protection
- Emergency services through law enforcement
  - Animal control services
  - Municipal code enforcement

# Strategic Plan Initiative Appendices

## D. Social Media

**Community Engagement** has been identified in the Strategic Plan Roadmap as a Priority Goal Pillar. Social media is not undiscovered territory as nationwide, many government agencies have already set standards, established guidelines and written policies. There are [Washington Guidelines and Best Practices for Social Media Use in Washington State](#) on the governor's pages and links to [social media](#) best practices and individual Washington departmental use. Other cities of similar size have developed comprehensive social media policies that could be leveraged such as the [Social Media Policy for Bonney Lake, Wash.](#) In September 2010, the National Association of State Chief Information Officers (NASCIO) did a [National Survey of Social Media Use in State Government](#). Another resource on [Social Media Governance](#) includes a media policies database on the world's largest brands and agencies. When formalizing social media engagement it is important to define what that would mean.

### COMMUNITY ENGAGEMENT QUESTIONS TO CONSIDER

1. What are we trying to accomplish?
2. What expertise do we currently have on staff?
3. Which social media will we use to accomplish our goals?
4. Are we prepared to allow questioning of our actions?
5. How will we promote the media we use?
6. Who will be responsible for initiating and maintaining our presence?
7. How do we measure success?

### SOCIAL MEDIA RECOMMENDATIONS

1. Start by listening
2. Saved Twitter search on your city's name
3. Google alerts on your city's name
4. Identify creative talent on staff and set them free
5. Don't let IT staff call the shots
6. Create a departmental policy to use in establishing their own presence
7. Actively maintain the city of Washougal's core website

### STEPS TO LAUNCH A SOCIAL MEDIA PRESENCE

- Step one: **Assess** community needs and interests
- Step two: **Develop** rules of engagement
- Step three: **Identify** the right communication managers for your community
- A community ambassador should be:**
- Articulate:** able to communicate effectively in a variety of media
  - Social:** engages in authentic conversations and interactions
  - Professional:** responsible ambassador for organization branding
  - Enthusiastic:** energetic, passionate and engaged in topics that are relevant, timely and important to the community
  - Organized:** can keep track of data, relationships, content calendars and a variety of assets essential to maintaining community connections
- Step four: **Establish** internal and external processes
- Step five: **Train, equip and deploy**

Social media can be a powerful "engagement ally" to tell our story, remove resistance and enhance/change perception. Communication should be consistent, ethical and authentic where issues are addressed and unfavorable comments never dismissed out of hand.



... and those conversations are powered by



Blogs  
Micro blogs  
Online Chats  
RSS Feeds  
Widgets  
Social networks  
Social Bookmarks  
Message Boards  
Podcasts  
Video Sharing Sites  
Photo Sharing Sites  
Virtual Worlds  
Wikis  
... and so much more



# Strategic Plan Initiative Appendices

Social Media City Matrix — Washington cities of similar size and their social media use

| CITY             | POP.   | CITY WEBSITE URL  | SOCIAL MEDIA BEING USED  | COMMENTS  |
|------------------|--------|---|--|---|
| Anacortes        | 15,788 | <a href="http://www.cityofanacortes.org/">http://www.cityofanacortes.org/</a>   | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Emergency Alerts</a></li> </ul>   | Register phone numbers and email addresses with the new community notification system (MyStateUSA.) This FREE service allows residents of Skagit County and individuals who work there to receive alerts about emergencies  |
| Bonney Lake      | 17,000 | <a href="http://www.ci.bonney-lake.wa.us/">http://www.ci.bonney-lake.wa.us/</a> | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Newsletter Subscriptions</a></li> <li><a href="#">Social Media - Blog &amp; Facebook</a></li> <li><a href="#">Bonney Lake Reporter</a></li> <li><a href="#">Press Releases &amp; Legal Notices</a></li> <li><b>City Blog:</b> <a href="http://www.citybonneylake.org/cityblog">www.citybonneylake.org/cityblog</a></li> <li><b>Facebook:</b> <a href="http://www.facebook.com/CityBonneyLake">www.facebook.com/CityBonneyLake</a></li> <li><b>Twitter:</b> <a href="http://www.twitter.com/CityBonneyLake">www.twitter.com/CityBonneyLake</a></li> <li><a href="http://www.twitter.com/BLPoliceDept">www.twitter.com/BLPoliceDept</a></li> </ul>  | <p>The <b>City Blog</b> page provides information and links for upcoming events, press releases, and public notices. They share information via official <b>Facebook</b> and <b>Twitter</b> pages.</p> <p>The Bonney Lake <b>Police Department</b> maintains a separate Twitter feed (@BLPoliceDept) to post public safety alerts and information. Check the blog page to review current and past posts, subscribe to RSS feeds, etc. Those with Facebook accounts can become 'fans' of the City's Facebook page to receive updates via Facebook. Twitter users can 'follow' the City and Police Departments Twitter feeds.</p> |
| Camas            | 19,620 | <a href="http://www.ci.camasa.wa.us/">http://www.ci.camasa.wa.us/</a>           | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Mayor's blog</a></li> <li><a href="#">Upcoming Events</a></li> <li><a href="#">RSS Feeds</a></li> <li><a href="#">Connect with Us</a></li> <li>City Newsletters via Email</li> </ul>    | <p>The city has a written <a href="#">Social Media Policy</a> in place.</p> <p><i>(Note: It took some digging to locate social media connections and then I lost it! There is no easily identifiable link. Different newsletters require separate dropdowns in order to register for email unless you get lucky and find this hyperlink first.)</i></p>   |
| Centralia        | 16,440 | <a href="http://www.cityofcentralia.com/">http://www.cityofcentralia.com/</a>   | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Email alerts</a> for Agenda &amp; Minutes, Calendar, Employment, News</li> </ul>    | An <b>Electronic Hub City Sign</b> hangs over Main Street and includes an electronic reader board for posting upcoming events for the City and various non-profit organizations.  |
| East Wenatchee   | 13,220 | <a href="http://east-wenatchee.com/">http://east-wenatchee.com/</a>             | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> </ul>  |   |
| Lake Forest Park | 12,610 | <a href="http://www.cityofflp.com/">http://www.cityofflp.com/</a>               | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li>Customizable citizen <a href="#">Dashboard</a></li> <li>Variety of <a href="#">RSS Feeds</a></li> </ul>    | <p>Citizens are able to personalize their online experience for news, events and other information by registering preferences on <a href="#">View my dashboard</a>. The feeds can utilize a variety of Social Media connections chosen by the requestor.</p> <p>Support <a href="#">downloadable Smart Phone apps</a> that include Citizen Request Tracker iPhone App, Citizen Request Tracker Facebook App, Resources iPhone App, and Facilities iPhone app.</p> <p>City describes an <a href="#">RSS Feed</a> for its citizens.</p>   |
| Lynden           | 12,060 | <a href="http://www.lyndenwa.org/">http://www.lyndenwa.org/</a>                 | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> </ul>  | <p>Online bill pay for <a href="#">Court Payments</a>, <a href="#">Park Fees</a>, <a href="#">Utility Bills</a></p> <p>Online <a href="#">City Council Minutes</a> and other city business</p> <p>Links to <a href="#">Washington Courts</a> and <a href="#">Law Library</a></p>  |
| Mill Creek       | 18,200 | <a href="http://www.cityofmillcreek.com/">http://www.cityofmillcreek.com/</a>   | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li>Calendar with active email link</li> </ul>   | <a href="#">Completed Strategic Plan April 2012</a>   |
| Monroe           | 17,330 | <a href="http://www.monroewa.gov/">http://www.monroewa.gov/</a>                 | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li>Emergency and Public hearing <a href="#">Alerts</a> including <a href="#">Nixle</a> connections for Monroe and adjacent communities</li> </ul>    | Citizens can send questions, concerns, requests and compliments directly to city staff. Supports iTunes <a href="#">Nixle</a> app for alerts and advisories from local agencies (being used by over 4,600 municipal agencies including police, sheriff and fire departments).   |
| Sunnyside        | 16,010 | <a href="http://www.ci.sunnyside.wa.us/">http://www.ci.sunnyside.wa.us/</a>     | <ul style="list-style-type: none"> <li>Email</li> <li>PDF form links</li> <li><a href="#">Mobile</a> phone connections with <a href="#">Apps Download</a></li> <li><a href="#">Listen Live</a></li> <li><a href="#">Facebook</a></li> <li><a href="#">Twitter</a></li> </ul>    | Support <a href="#">downloadable Smart Phone apps</a> that include Citizen Request Tracker iPhone App, Citizen Request Tracker Facebook App, Resources iPhone App, and Facilities iPhone app.   |



# Strategic Plan Initiative Appendices

## E. Survey Questions — External

### Community Engagement Campaign

Citizen input has been crucial in developing Washougal’s strategic plan. The following questions were used to gauge public sentiment and to solicit community feedback.

#### Mapping the community’s future together.

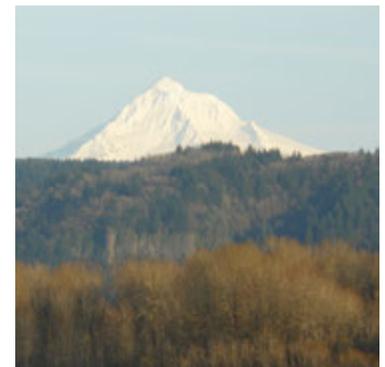
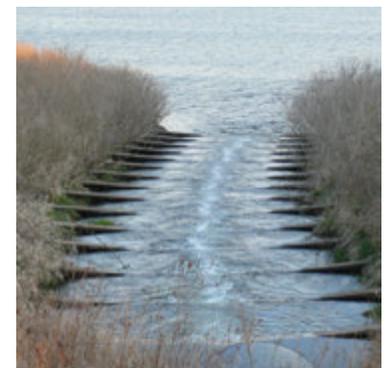
The city of Washougal is embarking on a "Strategic Planning" effort and the project includes gathering citizen opinions on a variety of issues. Responses are appreciated and essential to assist the city in formulating its future course. Please return this survey - by mail or hand delivered to 1701 C Street, Washougal, WA 98671, or send a scanned copy via email.

#### 1. Please rate each of the following aspects of quality of life in Washougal:

|                                      | Excellent | Good | Fair | Poor | Don't Know |
|--------------------------------------|-----------|------|------|------|------------|
| As a place to live                   |           |      |      |      |            |
| As a place to raise children         |           |      |      |      |            |
| As a place to retire                 |           |      |      |      |            |
| As a place to work                   |           |      |      |      |            |
| The overall quality of life          |           |      |      |      |            |
| Your neighborhood as a place to live |           |      |      |      |            |

#### 2. Please rate the importance of the following services in Washougal:

|                        | Very Important | Somewhat Important | Somewhat Unimportant | Not Important | Don't Know |
|------------------------|----------------|--------------------|----------------------|---------------|------------|
| Code enforcement       |                |                    |                      |               |            |
| Fire/EMS services      |                |                    |                      |               |            |
| Parks                  |                |                    |                      |               |            |
| Police services        |                |                    |                      |               |            |
| Quality drinking water |                |                    |                      |               |            |
| Sidewalks              |                |                    |                      |               |            |
| Street cleaning        |                |                    |                      |               |            |
| Street lighting        |                |                    |                      |               |            |
| Street repair          |                |                    |                      |               |            |



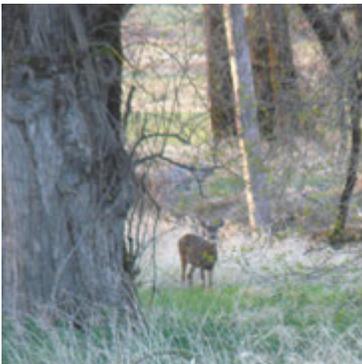
# Strategic Plan Initiative Appendices

## Survey Questions — External cont.



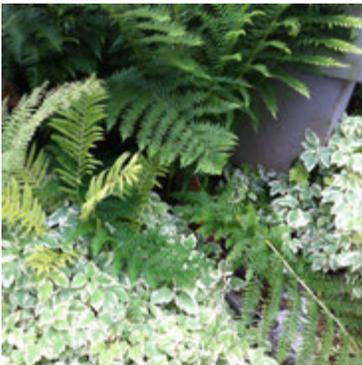
3. Are you willing to pay for the following services through taxes or alternative financing partnerships with the city?

|                        | Yes | No |
|------------------------|-----|----|
| Code enforcement       |     |    |
| Fire/EMS services      |     |    |
| Parks                  |     |    |
| Police services        |     |    |
| Quality drinking water |     |    |
| Sidewalks              |     |    |
| Street cleaning        |     |    |
| Street lighting        |     |    |
| Street repair          |     |    |



4. Please rate the current quality of each of the following services in Washougal:

|                   | Excellent | Good | Fair | Poor | No Opinion |
|-------------------|-----------|------|------|------|------------|
| Drinking water    |           |      |      |      |            |
| Fire/EMS services |           |      |      |      |            |
| Parks             |           |      |      |      |            |
| Police services   |           |      |      |      |            |
| Street cleaning   |           |      |      |      |            |
| Street lighting   |           |      |      |      |            |
| Street repair     |           |      |      |      |            |

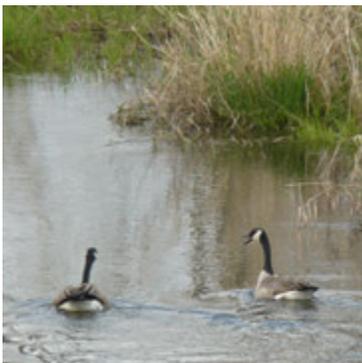


5. Have you had any "in person" or "phone contact" with an employee of the city of Washougal within the last 12 months?

Yes (Go to Question 6) What Department? \_\_\_\_\_

No (Go to Question 7)

6. Please rate the response you received:



# Strategic Plan Initiative Appendices

## Survey Questions — External cont.

|                    | Excellent | Good | Fair | Poor | No Opinion |
|--------------------|-----------|------|------|------|------------|
| Courtesy           |           |      |      |      |            |
| Knowledge          |           |      |      |      |            |
| Overall Impression |           |      |      |      |            |
| Responsiveness     |           |      |      |      |            |

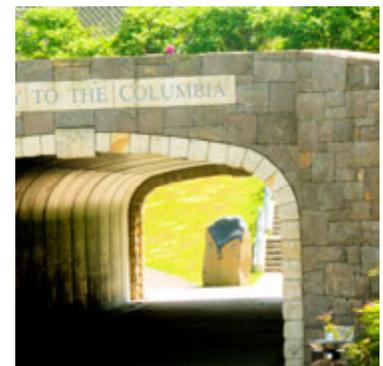


7. The following subjects could be addressed in the strategic planning process for the future of Washougal. Please rate the importance of the following:

|   | Very Important | Somewhat Important | Somewhat Unimportant | Not Important | Don't Know |
|---|----------------|--------------------|----------------------|---------------|------------|
| Aesthetics                                |                |                    |                      |               |            |
| Commercial Development                    |                |                    |                      |               |            |
| Downtown Revitalization                   |                |                    |                      |               |            |
| Elderly & Low Income                      |                |                    |                      |               |            |
| Growth                                    |                |                    |                      |               |            |
| Housing                                   |                |                    |                      |               |            |
| Jobs                                      |                |                    |                      |               |            |
| Land Use                                  |                |                    |                      |               |            |
| Nature                                    |                |                    |                      |               |            |
| Parks, Trails or Recreation Opportunities |                |                    |                      |               |            |
| Public Safety                             |                |                    |                      |               |            |
| Tourism                                   |                |                    |                      |               |            |
| Transportation                            |                |                    |                      |               |            |



8. What is your number one priority of the subjects listed above at 7? \_\_\_\_\_



# Strategic Plan Initiative Appendices

## Survey Questions — External cont.



9. In your opinion, what are some preferred ways the city of Washougal could do a better job of keeping its citizens informed (check all that apply)?

|                           |  |
|---------------------------|--|
| City website              |  |
| Direct Mail               |  |
| Email                     |  |
| Newsletter                |  |
| Newspaper Ad              |  |
| Other                     |  |
| Public Forum/Town Meeting |  |



10. How would you rate the city's performance in providing residents the opportunity to be involved in decisions that affect city government?

|           |      |      |      |            |
|-----------|------|------|------|------------|
| Excellent | Good | Fair | Poor | No Opinion |
|           |      |      |      |            |



11. In your opinion, what are some of the things you value most about Washougal?

|                            |  |
|----------------------------|--|
| Education System           |  |
| Nature                     |  |
| Recreation Opportunities   |  |
| Safety of Community        |  |
| Scenic/Beauty              |  |
| Small Town                 |  |
| Waterfront/Access to Water |  |



# Strategic Plan Initiative Appendices

## Survey Questions — External cont.

12. In your opinion, how big should Washougal grow (current population is 14,580)?

|                   |  |
|-------------------|--|
| 20,000 population |  |
| 25,000 population |  |
| 30,000 population |  |
| 35,000 population |  |
| 40,000 population |  |



13. Why do/did you live in or move to Washougal?

|                      |  |
|----------------------|--|
| Born and Raised Here |  |
| Family               |  |
| Geographic Location  |  |
| Job Relocation       |  |
| Other                |  |
| Quality of Life      |  |



14. Your ideas and suggestions are invited.

---



---



15. Are you interested in serving on an Advisory Committee?

Name: \_\_\_\_\_

Contact Information: \_\_\_\_\_

Name of Business: \_\_\_\_\_

Are you the owner/operator of the business? [ ] Yes [ ] No

Are you employed by the business? [ ] Yes [ ] No



# Strategic Plan Initiative Appendices

## E. Survey Questions – Internal



### Staff Engagement Campaign

#### Fire Department

1. Aging workforce concerns
2. Succession planning
3. Fire Marshall duties
4. Capital facility plan priorities
5. Teamwork enhancement ideas (interdepartmental)
6. Performance appraisal process/functionality
7. Public Safety Committee purpose/functionality
8. Risk and reward creating department business plans
9. Do you have the staffing level to carry out a department business plan?
10. Partnership enhancements (WSD, Business, CFD, ECFR)
11. What is your Mission?
12. What is your Vision?
13. Where do you see your department in 1, 5, 20 years?



#### Police Department

1. Staffing level concerns
2. Succession planning
3. Create Capital Facility Plan with ER&R analysis for fleet
4. Crime Prevention Program
5. Presence in WSD for youth crime prevention
6. Teamwork enhancement ideas (interdepartmental)
7. Performance appraisal process/functionality
8. Public Safety Committee purpose/functionality
9. Risk and reward creating department business plan
10. Do you have the staffing levels to carry out a department business plan?
11. Partnership enhancements (WSD, Port, CPD)
12. What is your Mission?
13. What is your Vision?
14. Where do you see your department in 1, 5, 20 years?



#### Finance Department

1. Deployment Concerns (solutions and ideas)
2. Succession planning
3. Integration (HTE, timecards, purchase orders)
4. Information Technology demand/current contract

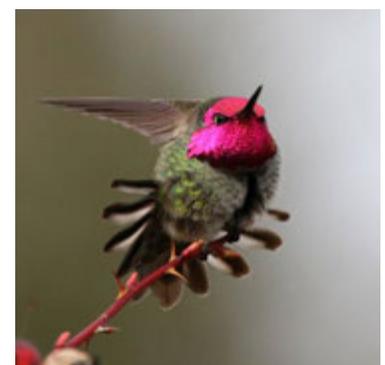
# Strategic Plan Initiative Appendices

## Survey Questions — Internal cont.

5. Utility Billing-Public Works interdepartmental functionality
6. Agenda Packet duties and time demand
7. Policy development
8. Utility accountant needs (Revenue Bond package/\$15M)
9. Grants/Stimulus Funds management and administration
10. Procurement Department feasibility
11. City attorney contract administration
12. Finance Committee purpose/functionality (incidental expenses)
13. Asset tracking/depreciation/management
14. Performance appraisal process/functionality
15. Risk and reward creating department business plan
16. Do you have the staffing level to carry out a department business plan?
17. What is your Mission?
18. What is your Vision?
19. Where do you see your department in 1, 5, 20 years?

### Public Works Department

1. Staffing level concerns
2. FTE Enhancement (City Engineer) justification/tracking/dynamics
3. Succession planning
4. Deployment options to enhance level of service
5. Utility Billing/Public Works interdepartmental functionality
6. Task Tracking - allocation of resources
7. Asset Management- tracking, depreciation, etc.
8. Grants/Stimulus Funds management and administration
9. Procurement Department feasibility
10. Public Works Committee purpose/functionality
11. Chain of Command and scope creep for staff
12. Human Resource assistance/teamwork enhancement ideas
13. Risk and reward creating department business plan
14. Do you have the staffing level to carry out a department business plan?
15. Partnership enhancement ideas
16. What is your Mission?
17. What is your Vision?
18. Where do you see your department in 1, 5, 20 years?
19. Engineering Department functionality



# Strategic Plan Initiative Appendices

## Survey Questions — Internal cont.



### Community Development

1. Deployment options to enhance level of service
2. Planning Commission purpose/functionality
3. Community Development Committee purpose/functionality
4. Staffing Levels
5. Risk and reward creating department business plan
6. Do you have the staffing level to carry out a department business plan?
7. What is your Mission?
8. What is your Vision?
9. Where do you see your department in 1, 5, 20 years?
10. Engineering Department Functionality



### Human Resources Department

1. Leadership Team training enhancements (WCIA/AWC)
2. Risk management
3. Contract negotiations
4. Personnel management
5. Personnel policy enhancement/development
6. Integration (staff personnel files on server/PRCs etc.)
7. Succession planning
8. Wellness Program functionality/time demand
9. Civil Service Commission purpose/functionality
10. Facilitate citywide safety program/integrate departments
11. Risk and reward creating department business plan
12. Do you have the staffing level to carry out a department business plan?
13. Performance Appraisal process (HR-online) enhancements
14. What is your Mission?
15. What is your Vision?
16. Where do you see your department in 1, 5, 20 years?



# Strategic Plan Initiative Appendices

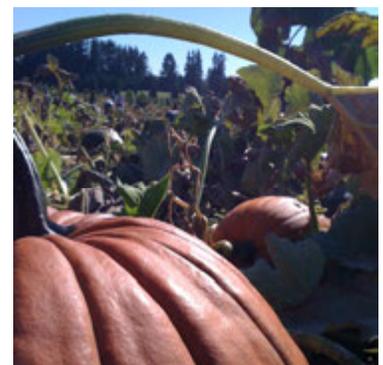
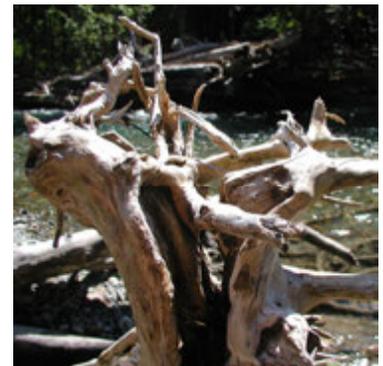
## E. Slogan Survey

1. **All Employees:** Please circle one (1) slogan that you feel captures the intent of a Washougal community strategic plan.
- A. Washougal; Mapping the Community's Future Together
  - B. Rushing Waters; Small Town Feel, Big City Expectations
  - C. Washougal; Conscious Choices For The Future
  - D. Gateway To Pulling The Community Together For Our Future
  - E. Washougal; Gateway To Success
  - F. Rushing Waters; Flourishing Community Vision

**Rushing Waters:** Native Chinook description of the Washougal basin.

**Gateway:** Something that serves as an entrance or a means of access

- 2. What are you most proud of as an employee of the city of Washougal?
- 3. What does a strategic plan mean to you given your position within the City?
- 4. Typically staff has had an "all staff meeting" either annually or on a quarterly basis; do you find value in this outreach effort?
- 5. If you had one project or accomplishment that you could point to that was a success; what would it be?
- 6. Taking into consideration the dynamics of the entire city staff, what one thing stands out to you as dysfunctional or needing additional information on to be better informed?
- 7. What do you need in regards to resources to perform your duties at a higher level?
- 8. What investment would you make in the community if budget constraints were not a factor?
- 9. Is the city of Washougal your preferred employer?  
Why or Why not?



# Strategic Plan Initiative Appendices

## E. SWOC Analysis Survey Questions

The Strategic Planning Team would like your input. Yes, yours.



We are presently detailing *Internal Strengths and Weaknesses* as part of our Strategic Planning process and we would like your thoughts. We've heard from managers and department heads but could really use your input.

It's quick.

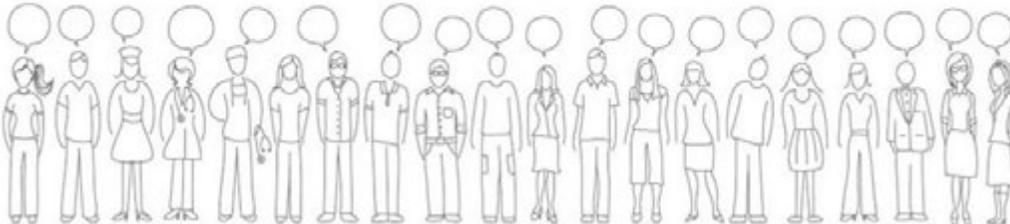
It's easy.

And can be completely anonymous.

You have three ways in which to respond:

1. Enter your responses below and reply via email (questions appear at the very bottom of this message)
2. Go to Survey Monkey <http://www.surveymonkey.com/s/SFXHMRG> and enter your thoughts or
3. Open the attached document, enter your responses, print and inner-office mail to the Strategic Planning Team Director, Trevor Evers.
4. Please reply by **June 7** so we make sure your input gets counted!

So, won't you take a quick break and give us your opinion? We'll be glad you did.



### ORGANIZATIONAL STRENGTHS:

1. What do we do well?
2. What unique resources can we draw on?
3. What do others see as our strengths?

### ORGANIZATIONAL WEAKNESSES:

4. What could we improve?
5. What Other than monetary where do we lack key resources?
6. What do others see as weaknesses?
7. Do you have any additional thoughts on  
ORGANIZATIONAL STRENGTHS or WEAKNESSES?

# Strategic Plan Initiative Appendices

## F. SWOC Questions

A SWOC Analysis is a strategic planning tool that makes use of input from multiple stakeholders. The results will provide insight into potential and critical issues that can affect the city's future by clearly identifying inherent strengths, weaknesses, opportunities and challenges. The analysis can increase efficiency, help meet constituent needs, provide greater employee and citizen satisfaction, improve decision making and allow directed efforts toward organizational goals.

### Strengths (internal to the organization):

Any asset (know-how, motivation, technology, finance, business links), which will help to meet demands and to fight off threats.

- What are we good at?
- What are our assets?
- Which asset is strongest?
- What unique resources do we have?
- What are our greatest strengths?
- What human and financial resources and capacity are available to the organization?

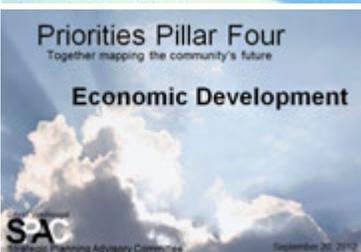
### Weaknesses (internal to the organization):

Deficits hindering the organization in meeting the demands.

- What areas do we need to improve on?
- What areas of succession planning and institutional knowledge retention should we focus on?
- What necessary expertise/manpower do we currently lack?
- What are we doing badly?
- What annoys our citizens the most?



# Strategic Plan Initiative Appendices



## SWOC Questions cont.

### Opportunities (external to the organization):

Any circumstance or trend that favors the demand for an organization's specific competence.

- What demand changes do you expect to see over the next years?
- What external changes present interesting opportunities?
- What trends might impact the city's ability to serve its citizens?
- What unmet needs/wants should the city fulfill?
- Identify 3 to 5 areas or projects for innovation that the city could pursue

### Challenges (external to the organization):

Any circumstance or trend which will decrease the demand for the organization's competence.

- What do other municipalities do that we don't do?
- What future changes will affect the organization?

SPAC also considered these additional questions:

### Challenges:

- What affect does the current economy have?
- What challenges are tied to our weaknesses?

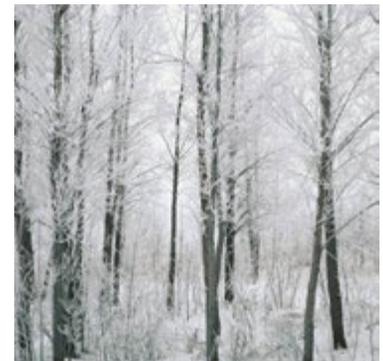
### Opportunities:

- What opportunities are available?
- What trends could we take advantage of?
- How can we turn strengths into opportunities?

# Strategic Plan Initiative Appendices

## F. SWOC Analysis Survey Responses — STRENGTHS

- Becoming more of a single department with shared responsibilities
- Highly productive management and labor staff
- More with less
- Re-organization of key individuals along with the addition of the Commander position has increased efficiencies in the organization
- Resiliency
- Staff works well under pressure and time constraints
- Work cooperatively with other departments
- Working with minimum staffing levels
- Maintain a high level of multitasking
- Possess a broad spectrum of knowledge Diverse
- Staff expertise – Our staff is very well versed in all aspects of our duties
- Task & solution driven
- We are lucky that with our limited staffing there are a wide range of skill sets
- Currently I leverage professional organizations, AWC and WCIA to supplement my knowledge or resources Could explore larger neighboring organizations like Vancouver or Clark County that have full-service HR departments and specialized content experts
- Teamwork-many hats, big portfolios
- Ability to possibly partner with East County and share staffing and service areas
- Emergency services/emergency response
- Everything good between Camas and Washougal but is subject to change (mayors, councils, chiefs, administrators, etc.)
- Excited for the merger opportunities
- Happy with the way the "borderless system" works even though it can get complicated
- Washougal has four out on injury (but are able to use cross-city employees to fill the gap) so the partnership has advantages
- Willingness to strategic plan within the merger
- Work consistently to build partnerships beyond the Camas-Washougal borders
- Working together for the last 30+ years and have the support of the majority of the organization
- Training, we have increased the quality and amount of training given to patrol
- (Fire) "Scenes" are better with one overarching organization in charge -- positive experience
- Coordination – The coordination between building and planning works extremely well
- Union/management relationships have been vastly improved over the last six years resulting in a diminished number of grievances, risk management- litigation avoidance due to careful due diligence Perspective across the organization in managing consistent practices



# Strategic Plan Initiative Appendices

## SWOC Analysis — STRENGTHS cont.



- Partnering has advantages between East County, Camas and Washougal
- I believe we have a good reputation in the community, few officer complaints
- Provide excellent customer service internally and externally
- Customer service: I believe Public Works does a great job of promptly responding to customer complaints and inquiries
- Customer service, this continues to be a priority and on many occasions we go above and beyond We are good at exploiting all available resources such as inter-locals and other agency's help if needed Departments within PW work well together when needed
- Regional approach to future planning, fire station positioning, and support services
- Fiscal prudence/accountability
- No bonded debt for either city (except perhaps for Engine 41 and/or Grass Valley)
- Have capital funding as part of current levy (Camas)
- Engineer now available for in-house engineering matters/questions
- Technology – We use the latest technology (and monitor the latest) to be more efficient
- Good equipment
- With a city this size and the amount of infrastructure we have and lack of staff, I believe we do an excellent job of taking care of our assets and getting the most amount of life out of them This is borne out by the city's lack of claims on the water and sewer side as well as the condition of much of the streets despite minimal rehabilitation over time
- I will assume "others" means other Cities/jurisdictions We have some equipment which helps us perform our maintenance duties well such as a new Vactor, sweeper, crack seal machine, backhoes and a mini-excavator
- Employees: Overall, the workers and managers here have specialized institutional and field knowledge to manage the city as efficiently as the system will allow We have the capability to handle a variety of projects from conception to inspection It's a great thing when a trained and trustworthy employee successfully executes a project with little-to-no supervision Most of the employees here want to do an excellent job and have a strong drive for customer service Very rarely does a problem go unsolved Our employees are our assets
- We have a full service city in terms of utilities which allows us to have cross training opportunities within our staff This helps us utilize staff to solve problems internally based on our abilities Storm water solutions to parks, or sewer/water solutions to facilities are examples of how a full service city can solve problems
- Institutional knowledge
- Streamlined procedures in place for the day to day transactions
- Procurement and project management increasingly done within department rather than outsourced at higher costs
- Use automatic vehicle locator to send closest vehicle to call
- Staff size – With limited staff applicants have one point of contact to move them through the process (one stop)

# Strategic Plan Initiative Appendices

## SWOC Analysis — STRENGTHS cont.

- Availability for management coaching when dealing with difficult issues Managing recruitment processes from A to Z
- We could more effectively draw on the resourcefulness and creativity of front line staff
- Good interaction between staff & management
- Great staff
- Low turn-over, we are able to retain experienced Officers
- Hands down, "more with less," although how long that will last before it collapses on itself
- The people within WPD
- The professionalism of our officers and staff
- As an organization we responded well to the needs and wants of the citizens and adapt well to the ever-changing priorities sent out by management without input from line staff
- We have a staff with a ton of ideas and strengths that go recognized and/or fall on deaf ears
- I've always had a good experience when calling out public works employees for after hour emergencies They never hesitate to respond when appropriate and are a pleasure to deal with
- We make resources stretch
- The department I work in functions very well Each employee has a set of responsibilities and we work together to ensure that the responsibilities are met in a timely and effective manner
- We have good, honest employees working for the people Their intentions are mostly to do a good job They have good institutional and on the job skills They are capable
- We take environmental issues into consideration
- I think all of the departments work well together There are times that the water/sewer department needs to work with streets dept or parks dept to get a job done Since I have worked here getting help from other departments has never been a problem
- In a word; productivity Staff does more with less and I think the numbers prove this out. Operationally our resources (funding, autonomy, creativity, direction etc) are strangled off and we continue to maintain a level of service PW consistently and continually bridges the gap or closes the deal PW maintains even as facilities, improvements and responsibilities expand. Re-deploy Trevor – No Problem, Expand Parks and new facilities – No Problem, Add stormwater facilities and landscape in ROW – No Problem, Cut street maintenance fund or REET – No Problem, Stretch collections system staff – No Problem PW defines more with less
- Our limited staff could be best used by strategically utilizing each employee's education, skills, and natural giftings
- We can work on time management skills to ensure deadlines are met (I believe that they are being met already) Time management workshops would be a great idea
- Again The employees here are talented



# Strategic Plan Initiative Appendices

## SWOC Analysis — STRENGTHS cont.



- Natural beauty of our surroundings, many staff are Washougal born & bred
- There are several city employees who have work experience in other fields that don't fall into our job descriptions Travis Davis has helped us out several times with electrical questions
- We could do more to draw on the knowledge, resourcefulness and creativity of our front line staff Our front line staff is extremely resourceful and often has the benefit of the most up to date and complete understanding of particular issues Our staff also brings quite a bit of diversity of thought to problem solving Now it would be wrong to not acknowledge that input is often sought from staff and ideas are solicited Later in this survey I try to highlight the pitfalls of the difference between ideas and application, it is application that is missing
- We have the same resources as other municipalities in the area
- Don't see any
- Regionalization-partnering with Camas/Clark County/ Vancouver Parks/Washougal School District/ Fish & Wildlife
- The personal element we add to our good customer service
- Customers have commented to me that we are efficient and the customer service they receive is great I receive many compliments from customers regarding my-self and my coworkers
- We have always been cautious financially, which is helping us to weather the storm How much do we have in reserves?!
- Friendly staff, removal of loopholes that allow things to happen that really keep the City mired in the "good ole boy" mentality
- Not sure
- This is a good question for someone outside of the organization -- I would assume others see our strength as teamwork.
- Outside agencies are always surprised when they hear of how much we accomplish and with how few resources (staff) What one person does in Washougal other cities have entire departments handling
- Full service municipality with limited FTEs. Can-do attitude, willing to jump in and assist regardless of scope or responsibility

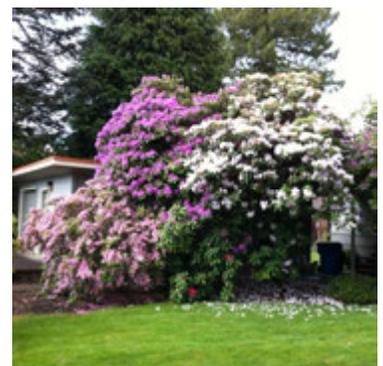
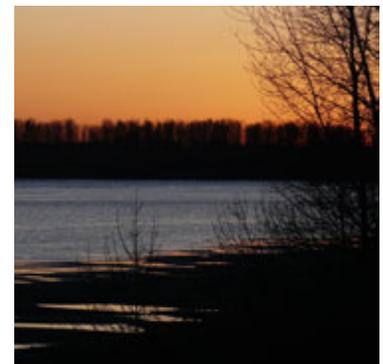
## F. SWOC Analysis Survey Responses — WEAKNESSES

- Communication. Specifically... I often find out details, meetings, and plans regarding my divisions from co-workers in other departments; when, I should be included first hand on those things for which I am charged to manage. My efficiency goes up and my errors go down when I am kept in the loop.
- Communication

# Strategic Plan Initiative Appendices

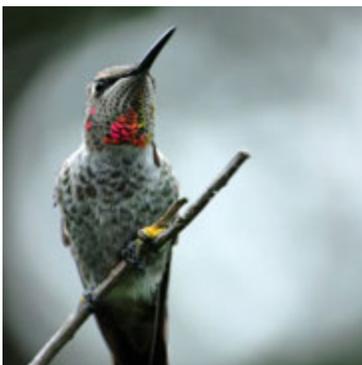
## SWOC Analysis — WEAKNESSES cont.

- We do not have enough labor employees to maintain the infrastructure that is necessary to satisfy the residents and requirements of growth. Specifically... the city cut daily custodial to our public park bathrooms, which takes parks staff out of the field for at least 2 hours every day for toilet cleaning. Additionally, our seasonal staff positions, who are crucial contributors to our success, have been painfully cut. The seasonal staffing numbers of yester-year kept my divisions from going backwards. Now our assets are losing ground... some of our restoration work since 2007 is coming undone.
- Most of the park complaints I field are about issues affected by staffing numbers. i.e. Q: when will something get done? i.e. A: it's in the rotation, staff will get to it on XXXXX day.
- Approaching (or at) levy cap
- Funding/budget
- Streets – we do not spend enough on our pavement management in my opinion. I do my best to spread the funding around as much as possible, but there are several streets that need more work than I can afford to do such as asphalt overlays are not possible with the funding we get. This has been the case for four years now. The lower staffing levels for stormwater caught up to us this past year in terms of stormwater reporting, we had to hire consultant to catch up with requirements. Many more requirements are coming up such as UIC.
- Unanswered questions on long-term funding
- I believe our staffing levels are low, both with maintenance personnel and with engineering/technical assistance. With low levels we are spread thin and seem to spend more time being reactive as opposed to proactive. I feel I do projects that are acceptable and functional but if given more time I would be able to do a more thorough job. Pavement management and stormwater projects/outreach are two examples. More staffing in Streets would allow us to take on larger paving and sidewalk projects. Communication can be improved. From the top of the City down, including with other departments such as Finance.
- Complaints from Vancouver due to having to rely on each other to answer "closest" call and vise-versa -- system designed that way
- Contract for service - long term contract has its disadvantages -- uncertainties connected to start-stop
- Decision committee comprised of 3 + 3 elected officials. Logistically votes could end in tie situations and no decision reached
- Two diverse service contracts
- Information technology
- Limited resources internally
- Problem with "gear" storage for volunteers -- no room at each of the stations
- Fire district levies expire and funding goes away unless levy renewed
- Two older cities with older fire stations -- structure may not be earthquake proof
- Perceived Value – The value of CD is not always appreciated (externally and internally) and is sometimes considered to be obstructive to the development process
- Short and long-term strategies begun if merger continues
- Aging fire station (Washougal) is 40 years old
- Are fire stations in the best locations -- city growth, East County, etc.?



# Strategic Plan Initiative Appendices

## SWOC Analysis — WEAKNESSES cont.

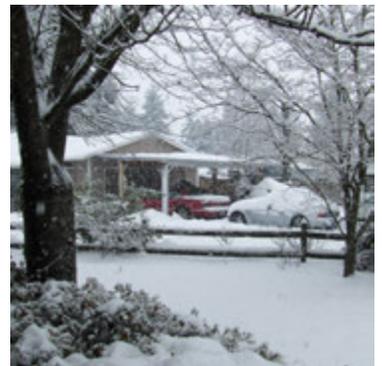


- At the end of 2013 the "trial" merge (fire department) will go away -- can only do short term strategic planning and stay within 2-year window
- Can't build new fire station until it is determined if merger continues -- short term thinking required
- Conflict for long range plans on building a new fire station -- complicated by where to place it depending on merge, non-merge
- East County not presently open to partnerships or sharing services
- Even though we are a small staff, coordinating work plans so that multiple staff aren't working on the same issues. Having a streamlined process for development project contacts would help in this regard. This might also require creating a specific operating plan for each division within public works.
- Employee engagement
- Vital information is lost when we lose staff. Need more cross/succession training of staff to maintain knowledge base. Again it would be preferable to bring additional staff on board for coverage issues due to all types of training.
- Need better records management procedures – we are lucky not to have experienced a very demanding request before now. We cannot afford to keep putting this matter off.
- Needs assessment internally (citywide)
- Performance standards
- Policy development
- PSAs and other contracts/outourcing
- Records retention/documentation
- Staff size – With limited staff everyone has a lot of work to do to keep all the balls in the air
- Investigations; presently, we have one officer in investigations; however, we are looking to move an officer from patrol to detectives this summer.
- Being a one-person HR department makes it difficult to be an expert in all aspects of HR. Many programs and processes could be automated through maybe leveraging HHE or other software opportunities. True merit based compensation system that recognizes the top performers vs. poor or mediocre performers. Lack of comprehensive support/participation for the wellness program that has a significant component now with a 2% reduction of our employee/spousal medical insurance premiums. Succession planning.
- In the engineering division, the shortage of staff requires that more consultants are hired to fill gaps. Many of the activities completed by engineering are either state or federally mandated, or part of the CIP. Use of GF or utility money to pay consultants in the long run is not an efficient use of city funds.
- Succession planning
- Supervision: Our current structure provides for two Sergeants and two Corporals. The corporals work at night and have limited supervisory responsibility. Future planning calls to replace the Corporal positions with Sergeants.
- Accountability
- Career development: our options are limited, we have few specialty areas for growth, that being K9 and Investigations. Our strategic planning calls for the addition of a SWAT position once we reach 20 sworn officer positions.
- Need a Procurement Department.

# Strategic Plan Initiative Appendices

## SWOC Analysis — WEAKNESSES cont.

- With the advent of an Engineer more work is being done in house, we need more admin staff for the work that entire companies previously did for us.
- - Utility analysis/overhaul needs to occur but with limited resources still “on the list”
- - Succession planning not in place
- Due to multiple function responsibilities and the manual nature of most processes, things sometimes fall through the cracks or attention to detail is missing. Automation would help improve those issues.
- Staffing levels
- Staffing! (takes a million dollars each year to staff a station)
- Staffing. Rob has improved this, but I feel more staffing with both engineering/maintenance staff would greatly help us do a better job.
- Staffing; at it highest point the police department was staffed with 20 full time officers, at that time the population was around 12,000. In 2012, we were budgeted to hire one (1) additional officer, bringing us up to 19 officers for a population of just under 15,000.
- Still understaffed (plan in place to move forward but will take time to get up to speed – currently flying by the seat of our pants)
- Too few try to do too much. While staff can complete the job, it is not possible to do it well.
- Not able to research/apply for grants
- Significant number of outstanding projects
- Crews are getting older (median age is 51)
- Resource issues have subsided since Rose was promoted into her current role. I’m able to tap into that when needed.
- Aging technology
- Strategic planning for WPD. Although I understand why this area is sorely lacking - it is because administration is too small for the size of the agency and the agency is too small for the size of the city. How can a two-person administration plan for the future when they are just trying to stay on top of the day-to-day business of running the various division of a police department to include animal control and code enforcement.
- Lack of room to grow. The PD was built as a “20 year” growth building in which we outgrew the moment we moved in and continue to outgrow as the city gets bigger. We have no office space to expand into as the department grows. There is only a minimal amount of storage space. Because of this the building is cluttered which is an embarrassment to us and the city when citizens and other government people are here. The training room isn’t even large enough for us to have a department-wide training session. The people involved in designing and building this structure did it in such a way that we cannot add onto it with the exception of approximately 10’ to the south behind the training room. Just to add 10’ would be cost prohibitive do the roof line and design. This is a major problem.
- Deficit of personnel
- It is apparent that the city may not have enough personnel to properly manage the buildings. The police department is considered a newer building that is staffed and heavily used 24/7, however it is aging quite quickly. It would be nice to have the landscaping and general upkeep (such as paint) done on some type of schedule, or even when it is needed. The guys that work in this area are good workers, but they have to be everywhere all of the time. It takes several months just to have one or



# Strategic Plan Initiative Appendices

## SWOC Analysis — WEAKNESSES cont.



two rooms painted, unfortunately almost all of the rooms need to be painted. A good clean and professional work environment promotes pride and a willingness to work by employees. A dirty, messy work environment has the same effect but in the opposite direction.

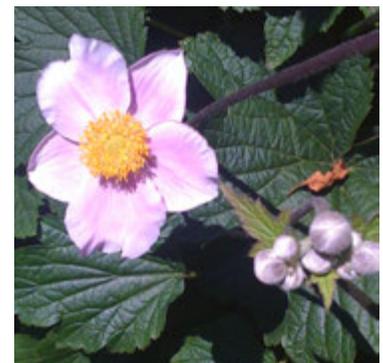
- The sense of disarray throughout the organization. It is rather disheartening to know my job as well as I do and have little to no impact on the decision-making process. Communication and leadership have become nonexistent from the upper level of management. I didn't even know Rodney was fired until three days ago.
- Communication and leadership. The right-hand is definitely not communicating with the left.
- I believe it is rather transparent what our weaknesses are as I have stated above.
- Lack of knowledge at the top and unwillingness to listen or accept input.
- Continue work on the downtown revitalization.
- Increase transparency to enhance trust. Leadership's personal agendas erodes employee confidence and loyalty.
- I am unsure of what we could improve immediately. There is always room for improvement and I would focus on ensuring a great customer experience.
- COMMUNICATION. There is very little. We don't need more meetings. We need the important information relayed to the employees that need it. Having a city engineer is FANTASTIC. But very often now the information PW needs to move forward stays at city hall. It's NOT the engineers fault or responsibility. If it is pertinent to someone's department... Include them in on the meeting. We all have different perspectives and great ideas. It's the pits to be handed a product that wasn't thought through all the way, especially when the people who work with it everyday have NO input.
- Communication & cooperation amongst departments.
- Communication, communication, communication, management of expectations and scope creep or micro-management. I think as an organization we need to make a commitment to really communicate with staff and take actions in line with our words. We often heap accolades on staff without fully understanding their contribution. When we do not fully engage staff and/or invest time in staff and they are aware of it. When we react by saying "good job" or "thanks" these words of encouragement can tend to sound hollow. The idea that we are encouraging staff without the understanding of the contribution can have the opposite effect of encouragement because our ACTIONS TOO OFTEN CONTRADICT OUR WORDS. I often see frustration because of mixed messages. On the part of staff, I think employees could be more considerate of other employees contributions and acknowledge that. I also think that this culture would need to start with managers and leaders. Direction I believe is what's needed. I think our staff and employees are more than capable and willing to get the job done, represent the city and advance the ideals/goals of the organization. The only thing lacking in my view is a clear message, direction and real feedback.
- Communication. Employees are still finding out what is going on in our organization by reading the paper.
- Listening to the employees
- Communication/ Crisis of confidence amongst staff who need to be empowered without being micromanaged
- The police department is understaffed (I work for the PD)
- Staff cross training and staff coverage. Overall lack of training opportunities.
- Right now I know we are down 2 employees in our department. The positions are in the process of



# Strategic Plan Initiative Appendices

## SWOC Analysis — WEAKNESSES cont.

- being filled and I feel that once we have a full department we will be running very smoothly.
- Communication skills. Leaders are frightening. They have the employees scared for their jobs. Employees live in fear of "reorganization."
  - Communication skills. Leaders are frightening. They have the employees scared for their jobs. Employees live in fear of "reorganization."
  - Communication.
  - I hate to say it but I think our organizational weakness is probably leadership. Some city leaders are too busy to mentor, direct, engage and coach staff. I believe the disconnect from staff is a result of either workload or priorities? A small organization such as Washougal probably requires strong leadership to stay productive? We do not have the resources to absorb small inefficiencies. Everyone must contribute for us to hit targets. To maintain 100% participation leadership must engage staff and should be connected from the top of the organization to the bottom? To accomplish that task I think it is important for those leading the organization to invest time and energy in leading staff. More specifically a common purpose, a common goal or a common message is what is needed. If it isn't possible to interface with staff then the leaders might want to interface with department directors and department directors might want to interface with mid level managers and mid level managers would then interface with staff? But a common message or theme is important as occasionally operational managers and staff need input and direction. Priorities at times are unclear or appear to be moving targets. Again, actions at times seem to contradict our message?
  - Multitasking capability is a Band-Aid and should be treated as such, not used as the operational directive. Minimum staffing levels cannot continue to maintain the current level of service to the City as the economy picks up again. Too few are attempting to do too much and more is missed or done incorrectly as a result. Let "oops" be the exception, not the rule.
  - unknown
  - Engineering, Building Inspection, each department lacks succession planning with current staffing levels
  - Government confidence. Transparency and laying down personal issues that continue to interfere with putting the interest of the community first.
  - I have not received any comments about our weaknesses from others.
  - The public probably sees Washougal as a typical corrupt city. Other city entities see us as a joke.
  - Anyone I speak to who lives outside the City draws upon a wealth of previous errors in judgment made by former and present employees & elected officials.
  - Not sure.
  - This is a good question for someone affected by, but outside of the organization. I would assume others see our weakness as credibility?
  - Compartmentalization is still too prevalent at City Hall. It is good to be able to take pride in your work, but not to the point of arrogance and obstructionism. There are still employees that are permitted to perform minimally while others are severely tasked. There should be more willingness to assist other departments instead of hiding behind the excuse of "it is not my department, not my job."
  - Got nothing
  - Utility rate increases, chronic instability in administration/leadership. Lack of regional partnerships and the inability to communicate with citizens and stakeholders on a regular basis (transparency)



# Strategic Plan Initiative Appendices

## SWOC Analysis — WEAKNESSES cont.



- Regardless of our strength and weaknesses most employees desire to do their best. Please do not undervalue their daily contribution. We need to continue to encourage our staff to be one cohesive team. This personal element in the work place makes for happier, vested, and productive employees.
- Not at this time.
- The city has 'excess' money in reserves. Loosen some of it up. Hire people in deficient areas to alleviate the strain. Build the facilities/repair the infrastructure that makes citizens happy. OR stop taking so many taxes. We also have leaders and elected who know nothing about the city and what each department actually does. I think one just went to the east coast
- I think that the City as whole could do a better job of "exploiting" the strengths of its employees.
- The options for completing the survey are great. The survey monkey is an easy and useful tool. The solicitation of candid feedback is also appreciated. I hope you get a big response.
- Technology - we need institute a plan to enable us to keep up. Example: the fax machine in City Hall is failing. Both copiers are capable of faxing but are not set up to do so. Old computers are limping along. Outdated software and hardware are unable to keep up with current demand. Archiving - time to stop putting this off. Our luck will not hold forever and this is a potential liability for the City and it needs to be addressed as such. Procurement - we need better systems in place that can manage our increasing development.
- Would be nice to have a link for employees to see what is going on and updates as they happen. This would be a live document always changing.
- Most staff members take on too many projects and tasks making the end product "meet expectations" rather than delivering a stellar product/ lack of resources

## F. SWOC Analysis Survey Responses — OPPORTUNITIES

- Creating an image and marketing the city in a new way – I.E: Why would people want to move or have a business in Washougal? Sharing the mission statement so everyone knows what it is.
- During the time I have lived in Washougal (three years), most news stories referencing Washougal have been about corruption or crime. We have positive events that are not being publicized throughout the region. With the regression of the Columbian, we need better community stories
- Social Networks (Facebook, Twitter, etc.). They are fairly easy and cost efficient. Nearly everyone is on Facebook and it is a great way to keep our community updated.
- Actively recruit industry—including retail. Provide incentives for businesses to relocate to Washougal.
- Aging population:
  - \* Possibly more inclined to be involved in volunteering and community service
  - \* Expanding customer base for a variety of businesses/services catering to an older population
  - \* Greater stability
- Community events
- Creating an event that people will want to attend and preparing in advance to really give proper promotion. (Local businesses were asked to participate in a Christmas parade but were only give a couple weeks to prepare if they wanted to participate – this is not enough time is a float was going to

# Strategic Plan Initiative Appendices

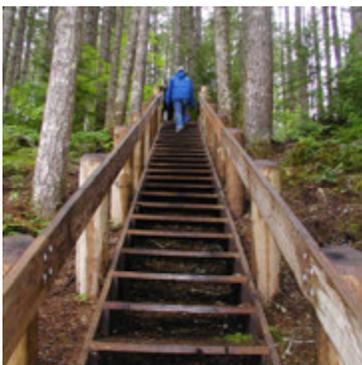
## SWOC Analysis — OPPORTUNITIES cont.

- Expanded "visitors" business and revenues due to:
  - \* Easy access to a variety of outdoor sports, and recreational and scenic sites
  - \* Motocross
  - \* Short distance to metropolitan-sized entertainment, professional sports, and shopping
- Improve Press coverage promoting a positive image.
- Leverage volunteerism/boards etc.
- Make "downtown" a place where people want to go -- Free Wi-Fi in downtown, Christmas Market in December, Farmers Market (improve number and variety of vendors), increase retail in the downtown area, parades (Halloween, July 4, Christmas with Santa's arrival), etc.
- Outdoor activities - Parks, both small and larger with beach and water access, boating access.
- Promotion of the Community – the economy is down, but we have a beautiful location – the Port has started an excellent program to bring in visitors in their summer concert series – continue to support and grow as a way of bringing business to the community
- Small town advantages with close proximity to airport, downtown Portland and large shopping malls in the Portland area.
- Social media and e-government
- The new Main Street provides a new spot to create and move in some new businesses. If we spruced up that a bit more, maybe have some more youthful enterprises.
- The population of Washougal's opinion. They are important inputs to our organization as we move forward and could favor and strengthen our organization.
- Use social media – have a Facebook page, create a city video and post to YouTube (high school project??).
- Yearly Moto Cross activities - brings people to our community
- Business and community partnerships-currently limited
- Commerce enhancement (SR-14)
- Creating an environment that is friendlier to businesses- I.E: no fee to hang banners (Vancouver and Camas do not impose such fees) - Is there a way to create incentives to help bring in new businesses?
- Development – This seems to be picking up across the board
- Downtown Revitalization-private sector investment
- Economic development in modern technologies using current Port facilities/infrastructure as a "springboard"
- Economic development-CWEDA
- Pendleton Woolen Mill draws people to our area
- Tourism



# Strategic Plan Initiative Appendices

## SWOC Analysis — OPPORTUNITIES cont.

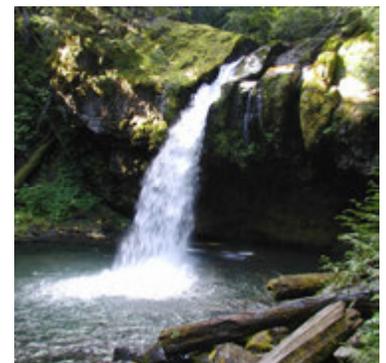


- What can we do to help fill the vacant office/retail space in downtown
- WMC revisions to provide incentives for development
- Gateway to the Gorge - Beautiful scenic drive
- Great natural resources, we could use those to our advantage for more events. For example the fireworks show down at Lewis and Clark park...something that doesn't take as much money, but an event nonetheless that utilizes our scenery.
- Location and geography: Washougal sits at an ideal location in and around magnificent recreational opportunities. It is perfectly located 2 hours travel in any direction to any landscape desired.
- Others might see our strengths as our ability to handle our infrastructure with minimal staff. Another strength is our location within the county (recreational) as well our abundance of commercial/ industrial properties near a state highway. There is lack of shovel ready industrial property within Clark County and the cities of Camas and Washougal, along with the Port of C-W are working hard to create those family wage employment campuses in the southeast portion of the county.
- Promote Washougal's parks and waterfront.
- River/waterfront access-recreation
- With the abundance of outdoor activities and recreation we can draw awareness to our community. Hosting events to highlight these can bring in dollars to the community and show those outside the Washougal the benefits of living here.
- Analysis of other communities. Compare and contrast communities similar to ours to see what worked for them and how it could help us plan what we would like to proceed with in the future.
- Bonding capacity (GF)
- Commitment to utility infrastructure
- Facilities/facility plan
- Good Police and Fire Department personnel and facilities
- Interagency service delivery-partnerships
- Prepare/Improve infrastructure for future growth.
- Regulations – Looking at code to make process/timing more efficient
- State and federal funding
- Technology – The possibility of online permit tracking
- Technology enhancements
- The city of Washougal website should and could be the go to event locator for community events. With the increasing price of gas and down economy, people are looking to stay closer to home. Keep local dollars local and advertising local events will help a lot.

# Strategic Plan Initiative Appendices

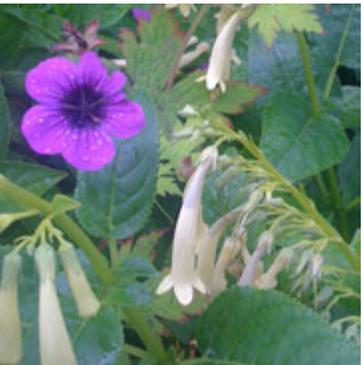
## F. SWOC Analysis Survey Responses — CHALLENGES

- Can't fill employee positions – creates burnout and stress on having to do more in the same amount time
- Can damage customer relations – customers not able to speak with an employee (not enough employees to go around so to speak).
- Utility rate increases-public perception
- Lack of community focus/identity/engagement
- Negative PR -- Washougal receives a lot of negative Press i.e. drugs, neo-Nazi, suicide house burning, etc.
- Public engagement/communication
- Resurrect reputation-political/staff
- How do we raise awareness for our organization?
- What effect does public input have on our organization?
- Building or “rebuilding” our city's negative image (this may be from past news of city officials, etc.)
- How to achieve more community involvement: designing local events?
- Sense of Community - a strong sense of community brings about less crime, cleaner environment, neighbor helping neighbor, etc. How do we foster this with limited funds?
- Changing socioeconomics
- Develop social and recreational opportunities for Seniors as a way of promoting quality of life in Washougal.
- I think it is challenging to provide a new, young look to the city. That's one of our weaknesses, the youth atmosphere.
- Youth/senior amenities
- Apparent increasing diversity in age, education, and economic/financial status of residents
- Baby boomers are here! Can we attract them to Washougal as a Retirement community/destination?
- Little recruitment of industry
- Achieve most of our goals within modest means, with the economy it's going to be difficult to pull off large events or big renovations, so creativity will be a must.
- Local employment/unemployment
- No adequate retail available locally, must drive to Vancouver or Portland or shop online. No good restaurant in the city
- No decent paying jobs



# Strategic Plan Initiative Appendices

## SWOC Analysis — CHALLENGES cont.



- Creating an environment to attract and attain local businesses
- Disconnect between employment/business expectations (or desires) and current opportunities
- Great location as a Gateway to the Gorge – what businesses can be brought in to get people to stop and spend some time in Washougal
- Little public knowledge regarding the Steigerwald Bird Sanctuary
- Physical barriers (Gorge Commission, railroad, levee, rivers) transportation
- The River- how can we promote better utilization of the River and boating community to promote bringing more folks in – expand Marina; help find someone to put a quality restaurant in the Black Pearl site
- Business and residential sprawl
- Competition – Being able to compete with other municipalities who have more
- Competitive state and federal funding
- Doing more with less – Other municipalities with larger staff can divide their efforts to achieve more and more quickly
- State shared revenues- (taxes)
- Tax and fee revenues mostly stagnant due to continued slow pace of local economic recovery
- A Down Economy - we should be expecting less revenue which leads to the difficulty of providing additional services.
- Less money to do the same job
- Economy- local & national
- Regulations – Existing and future (State) regulations that can hinder development
- Federal and state mandates- (EPA, DOE)
- Leadership (every four years new mayor)
- Resistance to change – now and future
- Water run off in residential areas – Previously houses were built with little concern for water run-off issues.
- Residents' frustration with water/sewer hikes, and past misconduct issues involving city officials
- Aging infrastructure
- Change in policy makers
- Employee morale
- What future changes could or will affect our organization?

## Citizen Survey by City Council Candidate

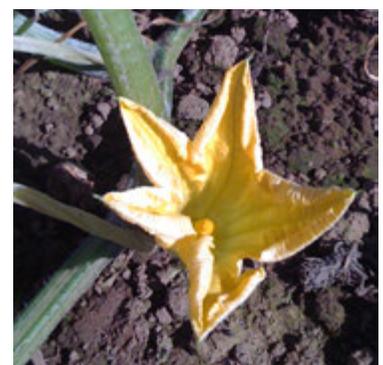
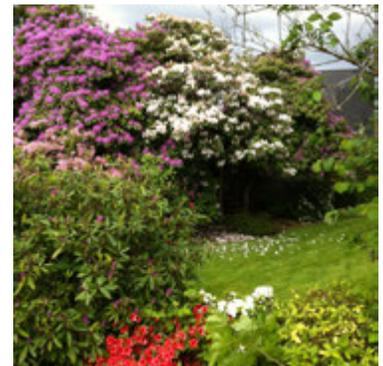
In May 2011, city council candidate Joyce Lindsay initiated a citizen survey in the form of a postcard self-mailer. She left materials at 500 households, the Senior Center and the Washougal Community Library and received 65 replies. Due to their relevance and key subject identification Lindsay's citizen responses are included alongside other staff and SPAC survey findings.

Lindsay asked the following and included an area for general comments:

1. *Do you like living in Washougal? Yes / No*
2. *What do you like best about our city?*
3. *What do you think the biggest problem is in our city?*
4. *What would you like to see changed?*

### Respondents' general comments:

- Washougal and Camas are wonderfully unique and represent Americana at its best. But there needs to be a way to mix outside thinking with inside ideas and cultural effectively.
- Good luck Joyce!
- Because us old guys have trouble on rough surfaces
- Good luck Joyce!
- The whole town needs to engage in a total renovation of this historic town
- Best to you in your campaign. Look forward to learning more about you
- I feel our mayor and his assistants are doing a better job (than past)
- I would like people that have lived here a long time to stop causing newer people problems (serious legal problems with their lies!
- All the terms of the E Street debacle should be made public
- Washougal doesn't need to provide things we can get in Camas. Good schools, safety and basic shopping will attract residents as will employment opportunities
- a new café -- Denny's
- Thanks for your note. We were just leaving for U.S. Embassy Singapore for vacation before reporting to U.S. Embassy Kabul!
- "E Street -- Really?"
- Would love to see a community garden

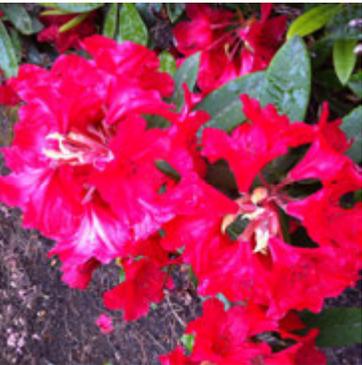


# Strategic Plan Initiative Appendices

## Citizen Survey by City Council Candidate cont.



- Thank you for asking
- Keep the Washougal Motocross track open
- Discount tax or rental fees to encourage increased businesses downtown
- It's still a great place to live!
- Nice of you to inquire. BTW I've never seen this before in "Camougal"



- I talked to you in driveway on Monday morning
- The roads are terrible
- Do the best you can. Washougal is a great spot on the map
- Wishing you the "best of luck" counselor!
- Library tax is way too high



- I talked to you on the phone about this
- I would like to see a high-end RV resort locate here
- If you want public support, support your public
- I hope you win!
- We moved here and had horrible experience with staff at city hall while licensing dog (obtaining tags). This turned us off to Washougal immediately.



- Good friendly town
- Recommend a Columbia Coalition for Strategic Planning
- Enforce residents to keep up their property and not have old junk cars and etc. Things just standing out on their property.
- These types of businesses [Mary Jane's House of Glass] attract criminal activities. I know for a fact they've been robbed. If these types are allowed our community will fail and the city as well.
- E Street construction has traffic using main street as a thoroughfare and speeding -- no enforcement of speed limit

# Strategic Plan Initiative Appendices

## F. Citizen survey responses — Question #1

### Do you like living in Washougal?

- The natural beauty, friendly and interesting people, close proximity to PDX and Portland and no income tax!
- Good luck
- Small, with helps for us seniors at senior center
- It's hard to send kids to poor Washougal schools when Camas is so close
- Much of the residential and business areas are too rundown
- It's still on the rural side. Friendly people. Schools are improving
- It's been my home for 84 years - still has feel of a small town!!!
- Old timers run the area and get away with bad things, drug users
- It's okay
- The climate and friendly people
- Small town
- Nice size, but still close to a metro area
- Fishing is close
- Quiet, safe, good schools
- Most everyone is friendly
- It's close to the Washougal and Columbia Rivers, the Gorge, Portland and Camas and Vancouver parks, cafés, bookstores, great friends and Catholic churches
- Location, location, location :)
- My husband
- Everything I need is here and close. Retirees like that. Some taxes are burdensome and fees -- too many
- Small, friendly, safe community
- Small town atmosphere
- Lived here all my life love small town
- I don't live in the city of Washougal but am a business owner there
- Friendly people, limited gang activity, minimum traffic problems



# Strategic Plan Initiative Appendices

## Question #1 citizen survey responses cont.



- It's a nice small committee [community] One town I feel safe in
- Small town atmosphere
- When I moved here in 1992 traffic in town wasn't bad back then. I like small towns
- Small town and nice people
- Small town atmosphere -- friendly people



- A serious drug problem with little enforcement from the city's so-called finest
- Close to rivers, parks, trails, etc.
- Small town. Grew up here
- Convenience work / shopping
- Small town with community connections that are strong
- It is a quiet community
- Living in Washougal most of my 54 years, though its getting bigger we still have that small town feeling



- Location
- Love it!
- My grandma lives here!
- We are out of big city
- Family lives close
- It's beautiful, my son loves it here



- Small town feel, close to city
- Small town, quiet
- Geographically we are two hours from any recreation you could want to do

**NOTE:** Out of all responses 61 replied YES and 5 answered NO when asked "Do you like living in Washougal?" while two answered both YES and NO. Some left the question blank so "no comment" replies were not tallied..

# Strategic Plan Initiative Appendices

## F. Citizen survey responses — Question #2

### What do you like best about our city?

- The Columbia River. Close access to Gorge and forests, a small hometown feel and the great business potential Washougal offers.
- That they are keep up main drag 17th to 32nd
- Finishing up projects they have got started.
- Small town feel, local business owners like Papa's Ice cream
- Quiet and small town atmosphere
- It's generally very safe. Friendly people.
- My neighborhood - mayor - the way our streets are maintained and parks
- The rivers
- Close to Camas
- It still has the small town feel
- Nothing special. It looks like a large town to me
- Convenience of local grocery shopping, beautiful views of mountains and river, access to Portland
- Quiet
- Nice size. Downtown is coming aback. Need to keep working on improving schools
- The atmosphere. Everyone knows everyone.
- Very little gang activity - decent schools
- The friendliness, abundance of room and beauty
- The flowering trees. We are close to our daughter
- Nature
- Has a small town feel to it
- Library, dog park, downtown
- Your neighbors are ready to help you
- Quiet, safe and some parts scenic -- good for average citizens, young or old
- Rural yet close to urban assets
- Close to Vancouver
- Local availability
- Walking the dike, trails, close to larger cities
- Friendly people
- Wonderful people, close to airport, shopping. Pretty place to live
- Our church, our home on the river, new dog park by Bi-Mart
- The small town atmosphere
- Quiet lifestyle
- Quiet yet close to major freeways and shopping
- Nature and rivers



# Strategic Plan Initiative Appendices

## Question #2 citizen survey responses cont.



- Has a small town feel to it
- How easy it is getting around -- walk everywhere, your parks, (people & dogs)
- Neighborly caring - schools needs, etc.
- Nice small town
- The rivers and the Gorge
- Quiet
- The somewhat quiet atmosphere of the town. My wife and I bought our house in 1972 when it was a real nice place
- It's fairly quiet. I feel safe. I love to hear the mill whistle. Miss the Camas one



- Small town, people are friendly.
- Small town feel with large city conveniences
- The beautiful area and the people
- Library and dog park -- things to do
- Small town
- I like the community togetherness, beautiful beach, etc.
- Small town feel, friendly, close to the Gorge
- Community
- It's all about community. People in Washougal care
- Friendly people



- Environmental and habitat protections
- Small city life
- Environmental quality, especially the air and sky.
- My grandma lives here!
- Quiet and laid back
- Having shopping and other businesses close
- Great living hear the river
- The small town feeling. The variety of stores we have to support local shopping.
- Minimal growth
- Everything

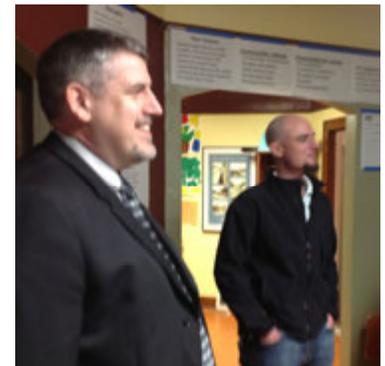


# Strategic Plan Initiative Appendices

## F. Citizen survey responses — Question #3

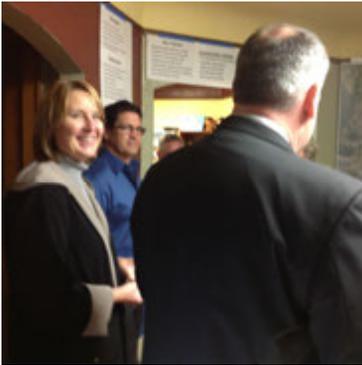
### What do you think the biggest problem is in our city?

- Lack of local business and jobs. Lack of vision and no leadership. Poor city government at Council level.
- Most prudent use of available funds
- Finishing up projects they have to started
- Pride in ownership of property. Neighbors that don't maintain yards. Lack of sidewalks on residential streets is a huge problem for me.
- Excessive lack of pride in home ownership and derelict looking businesses
- Attracting new business
- Progress - water bill - over-buildings (vacant)
- Selling bongos for pot smokers at a local store
- Lack of retail, lack of tax base
- No safe place for under 21 years old to hang out. Too many potholes on side streets
- Not enough department stores
- High property taxes
- Traffic on E Street
- Would have liked to see the Portland Max come over the I205 Bridge to our side
- Yuppies taking over
- Little sister to Camas! Too many tweakers. Poor street maintenance on side streets "D Street"
- Lack of choices, i.e. stores (grocery and retail)
- The road construction on E Street
- Traffic jam on Highway 14
- The lack of retail, restaurants, etc.
- Need more businesses downtown, school improvements, green spaces and trails
- It's growing too fast
- From what I read on the Internet about Washougal, it is the divided City Council
- Young people on drugs, meth houses. Need more resources for under privileged young folks, jobs, counseling, etc.
- Roads - no downtown stores
- City water, sewer, storm water too expensive for singles especially I pay nearly \$500 per year. I think out of proportion. City employees too much money/benefits
- Mismanagement in city hall
- E Street business and downtown to not mesh
- City hall has no communication with each other. Need to bring people "public" to see vote before construction
- No good places to eat -- all small Mom-n-Pop places



# Strategic Plan Initiative Appendices

## Question #3 citizen survey responses cont.



- Lack of retail and business services. Too many residents shop in Camas and Vancouver
- Failure to maintain a viable downtown
- Delavar and Stewart
- Crack heads
- Potholes way too many
- Infrastructure
- Downtown - more businesses needed
- Too many of the same people voice there [their] opinions. They don't want anything different moving here that would bring revenue to Washougal
- Ugly signs, trashy looking businesses, lack of landscaping
- Having a big town attitude--wanting to be something you're not--the fines added to finance
- Schools, law enforcement that does not care. Drug houses all over hell
- No mall or larger stores. I don't count 192nd as Camas/Washougal. We need more sidewalks on our side streets
- Need another grocery store. Fred Meyer?
- Highway 14 entrance - exits
- Lack of communication between city government and citizens
- Drugs - reputation of Washougal and people (lifestyle) and crime that comes as a result
- Water bill too high
- We could try better at community involvement, bring back that volunteerism that would bring our community together
- Growing - more traffic
- Schools
- Current city leaders. Nothing is getting done
- Trying to get like the big cities
- Not enough commerce downtown
- Drugs employment
- Bumpy pothole roads, lack of sidewalks and general rundown primitive characters, quaint but lacking distinctiveness and grace; poor or no street planning for intersection efficiency and safety; a general opinion of feeling to [?]
- There need to be more people like my grandma
- Roads and cleanup of run down houses
- School funding
- Get drugs out!
- Unoccupied businesses (buildings) -- we do need to be choosy however as to who comes (no more "head shops!")
- Taxes for schools my children will never attend
- Speeding traffic
- Too many people

# Strategic Plan Initiative Appendices

## F. Citizen survey responses — Question #4

### What would you like to see changed?

- Develop leadership to encourage/attract business. Better city planning. Cleanout counsel to allow better educated and more responsive counsel for all the residents.
- A little more effort to encourage LIDs to [text unreadable] and improve residential streets.
- More sidewalks where there isn't sidewalks, so not walk on street.
- I would love to see new ordinances or old ones enforced about parking additional vehicles or trailers in front yards. It really brings down the neighborhoods.
- A complete program of beautification for all to participate in
- Foreclosures sold quickly a resurgence of the housing market
- More pay for our fire and police departments. More tours of duty in neighborhoods
- I would like businesses to be prettier and nice
- Speed limit on Shepherd Road back to 35 mph
- Fix no safe place for under 21 years old to hang out. Too many potholes on side streets
- Haven't lived here long enough to know what to change
- Fill empty spaces in downtown and strip centers; attract potential employers to area
- More stores
- Highway 14 improvement should make a difference in general. Traffic is becoming a problem
- More small businesses
- Competition for Safeway
- More family oriented activities, i.e. places to go and do with your kids
- Why is the road construction on E Street taking so long?
- Safer Highway 14
- Another grocery store i.e. Whole Foods, Fred Meyer, Trader Joe's
- School buildings upgraded
- Not so much traffic
- I'm not sure. I do think the city is trying to do something, but going green doesn't seem to be as important as boosting small businesses, home values, curb appeal on thoroughfares, etc.
- The city with a few decent stores
- More concern for the people who live here. Politicians are sometimes short-sighted and removed from the ordinary
- Hold more open meetings in parks for public input and participation to allow those who can't make council meetings a chance to input
- Advertise the potential of downtown
- Streets, more business places - grocery stores, growth, nice restaurant
- More restaurants and shopping -- Walmart and Costco -- have to drive to Vancouver to shop and dine
- Revitalize the downtown area and other strategic locations with needed retail and services



# Strategic Plan Initiative Appendices

## Question #4 citizen survey responses cont.



- There are too many people involved in making decisions. As a result, blame for screw-up is muddled. Responsibility cannot be charged.
- Open books on how city is run by the council
- Funding--schools, animal shelter
- To have nice clothes store
- Better long-term planning
- Stop tearing up all roads. Fix road - Sheppard Road mess
- Stop wasting money on parks, like the one across from city hall
- Require upgrade of landscaping for new business



- Ideas -- drop sewer fee
- Respect from the city. My neighbor went to a planning meeting and was basically told to just deal with what we say, because this is what is better for us.
- We need senior apartments with pool etc. I have lived here almost all my life and would like to end my life here.
- I think the E Street Project is a joke. Going from 4 lanes to 2 is not progress!
- All railroad crossings have no horn crossing
- More community building with a more functional city council -- they have been terrible!
- Updated city hall and friendlier corners. Also more business brought to the area would keep people shopping local.



- More bike and walking areas
- Change in the politics of Washougal city council
- Change in "high density" housing policy
- Schools
- Want to see more business in town and to do that the city's leadership may need to rethink how they are not representing the voters!
- Some of the buildings their [they are] putting up and we have to pay taxes on them
- Mandatory curbside recycling
- Young people using side streets as race tracks



- City Strategic Planning that remedies Question #3 and upgrades Washougal into the 21st Century
- Like to see down town Washougal get some businesses up and in operation; get some grocery chain store to come in and kick Safeway butt.
- Sidewalks on both sides of street (E Street)
- I do not want to see businesses like Mary Jane's House of Glass in my community
- Resolution of Port issues
- Speed limit enforced
- E Street stay same

## G. Values Definitions

### Washougal's community values were identified as:

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

### The list is further expanded to include:

*Community involvement* fosters civic pride, community spirit, helps to build a strong and vibrant volunteer network and supports youth, seniors and the disadvantaged;

Even though the city of Washougal is a separate entity from the Washougal School District which has the primary responsibility for providing *quality education*, SPAC members felt strongly that community values should focus on supporting top/high ranked K-12 education with a focus on improving the education for our children;

A *safe community* means feeling safe traveling in the city alone, by foot or bike and overall community safety;

A *small town feel* was identified and intent placed on preserving the city's heritage, small town environment and appealing atmosphere by providing a charming, welcoming and friendly impression to visitors and citizens alike;

A *strong economy* is best illustrated by business opportunities, close proximity to shops and businesses, sustainable economy, downtown and commercial development, economically robust, and quality family-wage jobs.



# Strategic Plan Initiative Appendices

## Values definitions (cont.)



### Washougal's organizational values were identified as:

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



### The list is further expanded to include:

Ensure that service providers demonstrate *accountability* by identifying, tracking and being held responsible for relevant outcomes, taking responsibility for decisions and accurately reporting plans, actions and results;

Be responsive by listening, caring, acting promptly and appropriately supports *customer orientation*. This value requires attentiveness, helpfulness, while being service-oriented to meet customer needs. It also includes a clear organizational chart, so customers know where to go for service needs;



Provide *excellent services* for police, fire, water and sewer. Promote easy access to municipal services through online methods, quality customer service, and meeting citizen needs in an efficient and positive manner to ensure a safe and pleasant city;

Demonstrate *integrity* by being dependable, ethical, honest, open and trustworthy;



Reveal *strong leadership* by being consistent and decisive with a well-communicated vision, clear set of standards and goal-based guidance to achieve identified goals and objectives.

# Strategic Plan Initiative Appendices

## 2002 Downtown Revitalization Plan

Please note that the following contains only the **2002 Downtown Revitalization Plan Summary**. The full 29-page report is available on the city of Washougal's Strategic Planning website.

### AT-A-GLANCE SUMMARY

Beginning in mid-2001, the City of Washougal initiated a planning program to assess realistic market potentials and then create a master plan for downtown revitalization. What follows are highlights of the resulting *Downtown Washougal Revitalization Plan*.

**Market Reconnaissance:** Stakeholder interviews, market analysis and an assessment of strengths, weaknesses, opportunities and threats (or SWOT) served as critical first phase activities – setting the stage for subsequent downtown revitalization planning.

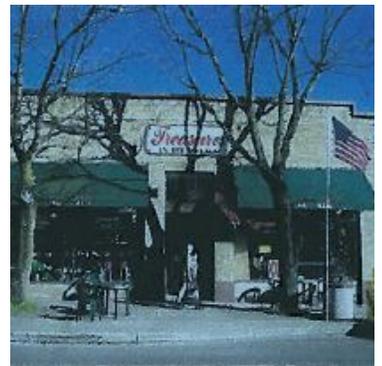
Stakeholders clearly view downtown Washougal's small town character as its most important strength. Weaknesses involve business closures and concerns about property upkeep. Emphasized is the need to achieve a "common vision" for a downtown that continues to build its own distinct identity.

Downtown currently serves approximately 8,800 Washougal residents and as many as 27,300 within a five mile radius. Population of this larger trade area is expected to increase by 56% by 2020 and will serve as the major impetus for additional residentially oriented retail development.

Realistic downtown revitalization prospects are related to opportunities for:

- New and increased density housing development
- Creating a specialty destination experience
- Encouraging new employment base in downtown
- Subsequent infill for complementary convenience retail

**Downtown Revitalization Plan:** This revitalization planning process reaffirms and augments the 1999 City Council adopted *vision*, starting with the preamble: "Downtown Washougal is the historical center of our city and entry to the Columbia River Gorge, to be cherished and nurtured ..." The vision more specifically embraces a downtown intended for residents and visitors, emphasizes commerce and historic character, encourages mixed-use, enhances linkages beyond downtown, and promotes both civic pride and community heritage.



# Strategic Plan Initiative Appendices

## 2002 Downtown Revitalization Plan cont.



**Development Feasibility:** A major purpose of this revitalization process has been to produce a plan that encourages private investment and business opportunity. Financial analysis suggests that new residential may be closer to financial feasibility than commercial retail or office construction – at least short term. New commercial development may depend on recruiting business tenants not currently in the Washougal market. Less costly improvements to existing storefront and commercial space appear warranted both now and in the future.

In effect, Washougal may be best positioned to pursue *multiple opportunities* – with the flexibility to respond to changing market needs as they arise.

**Action Plan:** Seven recommendations are identified as critical for *jump-starting* the downtown revitalization process:

1. Continue downtown improvements.
2. Facilitate investment by downtown business & property owners.
3. Encourage residential upgrading & new construction.
4. Attract employers to Washougal's downtown.
5. Cluster vibrant retail with distinct downtown districts.
6. Assemble a tool kit of City incentives for downtown revitalization.
7. Monitor performance, then update the strategy in response to changed conditions & opportunities.

**Next steps** critical for building momentum are to adopt this downtown revitalization plan, update Washougal's Comprehensive Plan and Zoning Code by incorporating this downtown vision and revitalization plan objectives, begin to assemble a tool kit of initial City incentives, and cultivate private business and investor involvement.



### DOWNTOWN WASHOUGAL REVITALIZATION PLAN

