

SPAC Members

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Executive Summary

The Strategic Plan

Where do we want to go?
How do we get there?
How do we measure success?

Together mapping the community's future.

Strategic Planning Advisory Committee

Vision

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

Values

Community

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

Organizational

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

Mission

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

Introduction

Washougal Mayor Sean Guard introduced the *Strategic Plan Initiative* as a way to focus city efforts and resources on what Washougal citizens value most and to chart a *roadmap* to the future.

The Strategic Plan is a crucial tool to:

- Guide and shape decisions
- Inform leadership about citizen priorities
- Establishes a priority-setting framework
- Encourages decision makers to allocate resources to areas that matter most to the community

The Strategic Plan will assist city leaders and departments to ally with common goals and support citizen initiatives that in turn will align with Washougal's overarching vision, values and mission.

The plan focuses on a 10-year horizon and establishes a strong baseline foundation that includes measurable goals and planned revision opportunities.

The Strategic Plan's data gathering, goal identification and written documents are now complete. Working in partnership with Portland State University's Public Service Innovation Laboratory the project management staff can leverage the center's skill, experience and expertise in plan implementation designed to:

- Identify innovative solutions
- Provide a collaborative network for best practices and new perspectives
- Address unique local challenges

Executive Summary

CONSTRUCTING THE PLAN

The Strategic Planning Advisory Committee (SPAC) represented a cross-section of the community. On task since March 2012, they have completed new city vision, values and mission statements. Their work has now culminated in the creation of the Strategic Plan. The Plan's *roadmap* is accompanied by related Appendices that hold supporting documents needed for future plan revisions.

The nine-member citizen volunteer effort will assist city leaders, department heads, managers and staff in defining strategy, help with resource allocation decisions and align employees along common goals and initiatives.

WHAT CITIZENS WANT

Overwhelmingly respondents said they want a responsive and caring city government. They also want better ways to get and stay connected. Social media outlets offer unprecedented opportunities to connect with and listen to constituents while telling *our story*. Value flows in both directions and conversations can build loyal relationships, provide expanded services, increase local support and foster healthy community engagement.



SPAC SWOC ANALYSIS

INTERNAL STRENGTHS

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

INTERNAL WEAKNESSES

- Staff levels – coverage and scope issues
- Loss of institutional knowledge
- Communication across departments
- Succession planning
- Revenue uncertainty
- Records retention and documentation
- Aging infrastructure (buildings, equipment)
- Hardware/software upgrades, IT support

EXTERNAL OPPORTUNITIES

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

EXTERNAL CHALLENGES

- Reputation improvement / enhancement
- Engage seniors through education, support resources and volunteering opportunities
- Connect with youth, support K-12 education
- Qualify and receive state/federal funding
- Internal/external resistance to change
- Creating favorable business climate
- Physical barriers (RXR tracks/SR0-14)
- Aging infrastructure (roads, utilities, etc.)

Together mapping the community's future.