

STRATEGIC PLANNING ADVISORY COMMITTEE

June 21, 2012

I. CALL TO ORDER: 6:02 P.M.

ATTENDING:

Terry Babin	Tom Crozier	Maddie Down	Trevor Evers*
Susan Hullinger	Betsy Williams*	Darlene Stickel*	

ABSENT:

Tina Bair	Joshua Banks	Molly Coston	
Shena Frentsos	Bobby Holley	Bill Macrae-Smith	*denotes staff

II. INTRODUCTIONS AND AGENDA REVIEW:

Strategic Planning consultant Betsy Williams opened the meeting with an agenda review.

III. VALUES DISCUSSION:

During the community values discussion Williams indicated that it is easy to get ideas co-mingled with issues to be addressed and needing to be resolved within the strategic plan itself. She added that SPAC will be re-looking at public engagement, SWOC input, mission, vision and values.

Doing so will help identify key issues which then leads to strategic goals and action plans. Williams added that we will rehash data and get into prioritization. We will then 'marry' it to financial realities, the political environment and the ability to address realistic achievable opportunities.

Discussion followed and Babin said that he was feeling comfortable with the revisit. Williams said by tracking back to how the values were first established we can determine to what degree we want to articulate and clarify them as we write the strategic plan. We can keep values bulleted for now even though we are discussing their underlying principles. Williams added that we have a good number that provides good symmetry.

Downs added that under organizational values, integrity may point to accountability and reinforce the aspect to some degree. Staff will review and possibly edit values descriptors to help further clarify the bulleted listings.

Community Values revisited



- Safe community (22)**
 - Feeling safe traveling in city alone, by foot or bike or etc., safety, safety of the community
- Strong economy (22)**
 - Family wage jobs, business opportunity, close proximity to shops and businesses, sustainable economy, downtown and commercial development, economically robust, quality jobs
- Quality education (20)**
 - Top/high ranked K-12 education, improving the education for our children, education
- Small town feel (11)**
 - Preserving small town heritage, small town environment, small town atmosphere, providing a welcoming and friendly atmosphere, charm
- Community involvement (10)**
 - Civic pride, community spirit, volunteerism

Organizational Values revisited



- Integrity (24)**
 - Have integrity, integrity, being honest, ethical and dependable
- Excellent services (21)**
 - Provide excellence in services: police, fire, water and sewer at a fair price, good municipal services, easy access to municipal services, especially through online methods, service, meeting needs in an efficient and positive manner to ensure a safe and pleasant city
- Accountability (19)**
 - Accountable, taking responsibility for decisions and accurately reporting plans, actions and results
- Strong leadership (17)**
 - Clear leadership and a goal forward along with a clear set of standards, guidance, leadership, decisiveness
- Customer orientation (13)**
 - Responsive: listening, caring and acting promptly and appropriately, attentiveness, helpfulness, service-oriented to meet customer needs, clear organization chart, so customers know where to go for what

IV. SWOC (Strengths, Weaknesses, Opportunities and Challenges):

Evers opened the topic by reminding everyone that "strengths and weaknesses" are internal to the organization while "opportunities and challenges" remain external. All managers and department heads contributed survey data along with line staff to help identify organizational strengths and weaknesses.

Discussion followed concerning both strengths and weaknesses and everyone agreed there were no surprises with the survey items that were identified.

When it came to weaknesses Crozier mentioned that succession planning appeared to be in conflict with longevity and expertise so staff agreed to review the data to help refine answers and perhaps merge or otherwise strengthen apparently weaker topics. Babin said that the city has credibility issues that could affect bonding. Evers added that infrastructure can come in other forms such as aging roads and opposed to equipment. Williams thought we should better separate out technology and IT weaknesses.

In connection with opportunities and challenges, Babin summarized his takeaways from the City Council Special Meeting held on May 17, 2012. He added that we need to educate, communicate and coordinate to have resources available for those in need. He added that a public services commission could help serve as a catalyst, be informative and also be objective toward program participants.

Williams said that when it came to opportunities we need to identify what we can leverage and perhaps provide examples under the bulleted listings. Down thought the present listing was a good "umbrella."

Under challenges, Crozier said that "engaging" seniors and youth should be reworded and staff has agreed to do so.

The Clark County Commission on Aging just released a report that Babin thought would be a good resource as it is directed at municipal governments to help municipalities deal with an aging population. The link to the commission can be found at <http://www.clark.wa.gov/planning/aging/commission.html> and the [Aging Readiness Plan](#) is available on their website. The [PowerPoint](#) presentation is also available at <http://www.clark.wa.gov/planning/aging/index.html>.



V. VISION STATEMENT (with offline assignment):

Williams opened the vision statement discussion by drawing everyone's attention to the 13 examples that were provided in the June 7 meeting handout materials. She said that crafting a vision statement can be very challenging due to employee and citizen's differing perspectives.

Babin pointed out that the vision statement lays out the framework for the strategy. He said the city's 1999 and 2002 Vision Statements are better examples of strategic goals and not necessarily the city's future vision. Williams followed up by saying that some organizations throw in "the kitchen sink" which then fails to provide directives and she encouraged SPAC to use the city of Washougal's current Vision Statement as a guide as some of the key points are still viable.

Babin added that we can tie things into our values and when the strategic plan is executed the vision produced will show us where we want to be.

Everyone preferred the shorter vision statements over the more verbose versions and Williams emphasized that in crafting our vision statement to be aware of important concepts or ideas we need to capture. Babin said that the vision should align with our values and include diversity, growth and opportunity. Crozier liked the Seaside example but iterated we need to be mindful of our two different "customers" (employees and citizens). Down thought there should be two different visions in order to address both viewpoints.

The SPAC offline assignment is to craft a city of Washougal Vision Statement and is due by Friday, July 6. Williams emphasized that the process will be similar to the values identification. She said we want the vision to be able to roll into department business plans and goal statements which will provide additional guidance. Deliverable information will be sent via email to SPAC members to allow for timely response.

VI. JOINT WORKSHOP WITH CITY COUNCIL:

The SPAC joint workshop with city council has been confirmed for Monday, August 13 at 6 p.m. and all SPAC members are encouraged to attend. The two-hour workshop will allow the Strategic Planning Advisory Committee to provide a preliminary overview on the mission; vision and values work to date. The debriefing will provide a check-in and allow for council feedback and for council members to provide additional insight and direction.

Three or four SPAC members will be asked to assist in crafting the presentation and in delivering Strategic Planning activity to date plus provide information on key deliverables such as the mission, vision and values work. Maddie Down, Terry Babin and Susan Hullinger said they would be willing to participate and Tom Crozier was willing to step in if needed. Other SPAC members interested in helping to present are encouraged to contact the Strategic Planning program director Trevor Evers for consideration.

VII. MEETING ADJOURNED:

The meeting adjourned at 8:04 p.m.