DATE: November 25, 2014
TO: Retreat Participants
FROM: Dave O'Leary
SUBJECT: Retreat Report
ATTACHMENTS: Power Point Slides, Economic Conditions

The City held its 3rd retreat for 2014 on November 25, 2014. Participants included all members of the City Executive Management Team and all three members of the City Commission. City Administrator, Dave O'Leary facilitated the meeting.

The agenda included these sections:
1. Budget Overview
2. New Budget System
3. Updating the Comp Plan
4. Upcoming Tax Auction
5. Budget Choices
6. Street Frontage Standards (This item delayed to a future date)
7. Basin 3 Funding Plan
8. Work Plan Report
9. Strategic Plan

Budget Overview

Dave gave an overview of general economic conditions and their impact on our ability to pay for services. In summary he said that our current service levels in the General Fund are not sustainable, because costs are rising faster than income. Power Point presentation attached.
**Budget Process Changes**

Dave reported that there were a variety of challenges with the current budget system, which are common to most public sector budgeting systems. He proposed reforms that would: 1) Shift greater control / oversight to the City Commission, 2) Simplify revenue management to make the budget process more transparent, and 3) Use the simplicity to establish greater accountability. Dave said that he was drafting administrative policies to implement the new system, and the Commission would enable implementation by reducing the city's reserve policy. Power Point presentation attached.

**Updating the Comp Plan**

Steve Goins reported on his plans for updating the Comprehensive plan in 2015 and probably 2016. This was a major update as required by State Law. Power Point presentation relating to the Comprehensive Plan is attached along with other information in a public involvement software solution.

**Upcoming Tax Auction**

Steve reported that Mason County was foreclosing on properties for back taxes. Some might be of interest to the city. The Commission decided to defer discussion for a later date where potential purchase terms could be discussed in executive session.

**Budget Choices**

Dave reported on the priority list recommended by the Finance Committee, including resulting items that would receive funding. Commissioners made no changes. Power Point presentation attached.

**Basin 3 Funding Plan**

Greg Clark reported that the state Dept of Ecology had made us an offer to assist with the financing of the Basin 3 Sewer Project. Designs on the project were completed. The draft proposal for the (estimated) $6.5 million project included $1.9 million in grant funding and $4.6 million in a loan from the State Revolving Fund. Dave asked whether we could re-submit for additional grant funding if we were able to get the Legislature to increase the dollars available for grants. Greg reported that we would not know that until we got contracts from Ecology.
2014 Work Plan

The Commission worked through each element on the 2014 Work Plan and determined a status on each. Associated results are noted on the attached report.

Strategic Plan

The Commission worked through each element on the Strategic Plan, amending the plan as indicated in the attached report.

Adjournment

The retreat adjourned at approximately 2:00 PM.

Mayor Gary H. Cronce

City Clerk Vicki Look
2015 Preliminary Budget
Presentation Subjects

- General Fund
- Public Works
- Current Economic Conditions
Economic Conditions
Base Ongoing Sales Tax Income
## Total Sales Tax

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>2014 (Est)</th>
<th>%Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Base Ongoing</td>
<td>1,708,488</td>
<td>1,777,835</td>
<td>4%</td>
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<tr>
<td>One-time</td>
<td>145,018</td>
<td>52,138</td>
<td>-64%</td>
</tr>
<tr>
<td>PS Sales Tax</td>
<td>0</td>
<td>185,656</td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>1,853,506</td>
<td>2,015,629</td>
<td>8.7%</td>
</tr>
<tr>
<td></td>
<td>2010</td>
<td>2013</td>
<td>% Change</td>
</tr>
<tr>
<td>--------</td>
<td>------</td>
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<td>----------</td>
</tr>
<tr>
<td>Total</td>
<td>2,632,629</td>
<td>1,701,442</td>
<td>-4%</td>
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<tr>
<td>EMS Tax•</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Base Tax•</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Property Tax Collections
Consumer Price Index - Urban

• 2010  1.6%
• 2011  3.2%
• 2012  2.1%
• 2013  1.5%
• 2014  2.1%(est)

Total  10.5%
Average Per Year  2.1%
Condition is Not Sustainable
## Local Real Estate Indicators

<table>
<thead>
<tr>
<th>(Year to Date)</th>
<th>Sept 2013</th>
<th>Sept 2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Closed Sales (Shelton)</td>
<td>75</td>
<td>109</td>
</tr>
<tr>
<td>Median SP (Shelton)</td>
<td>$110,000</td>
<td>$110,000</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>(2(^{nd}) Qtr, 2014)</th>
<th>Mason</th>
<th>Thurston</th>
</tr>
</thead>
<tbody>
<tr>
<td>Median Sales Price</td>
<td>$158,900</td>
<td>$228,100</td>
</tr>
</tbody>
</table>
"Making tough budget choices... innovating against the necessity of... struggling to balance the need for... governments on their own... state governments will leave local... which the fiscal woes of federal and... the next decade (for local..."
Recent State Actions

- New Marijuana Taxes - All to state
- Liquor Taxes - State took away
- Public Works Trust Fund - Swept
- Centennial Clean Water Fund - Cut by 1/2
- Next ???
Cities are the economic engines of the nation

Cities will innovate

Other O'Neill Messages
Return to Details/Priority List Later...

Break
Public Works Highlights
2.5 FTE - Sewer (Collection System)
2.5 FTE - EMR
0.5 FTE - Storm Fund

With 3 programs
• Adding one Full Time Employee (FTE) to help

Staffing
Sewer Fund

• Basin 3 -
  – Design Complete
  – Seeking Grant Funding
    • Forming Statewide Coalition to request grant funds
    • Hired intern / will hire lobbyist in the 2015 Leg. Session

• Main Treatment Plant
  – Completing work using USDA grant funds

• Intertie Project
  – Grant from 2013 Legislature
  – Work associated with Hall Equities Project
Water Fund

- Cost $1.75 million
- Neighborhood
- Resolves water volume deficiency in Anglesea
- Anglesea Booster Pump
  - Cost $7.5 million
  - Start nearing completion of planning/design phase
  - Contractual commitment to State Patrol
  - Boosting pressure in new service area
- Upper Mtn. View Pressure Zone
Solid Waste

- Recycling Efficiencies
  - Split-body truck
  - Closer dumping spot

- Rates
  - Last rate increase - 2011
  - Expenses exceeding revenues
  - Rates must increase
  - CPI justification
  - Rate study planned for 2016
Decision Context
$582,672
Recommended - Total Requests

$891,403
One-time

$398,226
Recommended - Total Requests

$872,799
Ongoing

Requests Summary
# Ongoing - Grant Funded

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Requested</th>
<th>Recommended</th>
</tr>
</thead>
<tbody>
<tr>
<td>Police Stop Grant</td>
<td>7,500</td>
<td>7,500</td>
</tr>
<tr>
<td>Police - WTSC/WASPC</td>
<td>4,000</td>
<td>4,000</td>
</tr>
<tr>
<td>Uniforms-Vests/Grants</td>
<td>1,000</td>
<td>1,000</td>
</tr>
<tr>
<td>Target Zero Task Force Program</td>
<td>21,448</td>
<td>21,448</td>
</tr>
<tr>
<td>Extra Services for FD#5</td>
<td>3,000</td>
<td>3,000</td>
</tr>
<tr>
<td>Goose Lake Remedial Grant</td>
<td>80,000</td>
<td>80,000</td>
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<tr>
<td>Incubator Planning Grant</td>
<td>25,000</td>
<td>25,000</td>
</tr>
<tr>
<td>Evergreen Safe Routes To School</td>
<td>43,000</td>
<td>43,000</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>184,948</strong></td>
<td><strong>184,948</strong></td>
</tr>
<tr>
<td>Item</td>
<td>Requested</td>
<td>Recommended</td>
</tr>
<tr>
<td>------------------------------</td>
<td>-----------</td>
<td>-------------</td>
</tr>
<tr>
<td>Public Utility Services - Museum</td>
<td>250</td>
<td></td>
</tr>
<tr>
<td>Public Utility Services - Library</td>
<td>2,614</td>
<td></td>
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<tr>
<td>Special Purpose Path Supplies</td>
<td>6,750</td>
<td></td>
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<tr>
<td>Sidewalk Supplies</td>
<td>9,100</td>
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<tr>
<td>Police - Holiday Pay</td>
<td></td>
<td></td>
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<tr>
<td>Police - Uniform Allowance</td>
<td></td>
<td></td>
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<tr>
<td>Police - Survey &amp; Mapping - In-Fill Sidewalk Design</td>
<td></td>
<td></td>
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<tr>
<td>Police - Additional City Attorney Fees</td>
<td>2,050</td>
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<tr>
<td>125 Fire Community Service Supervisor Proposal</td>
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</table>

Ongoing - Obligation To Do
# Ongoing - Recommended

<table>
<thead>
<tr>
<th>Proposal</th>
<th>Requested</th>
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<tbody>
<tr>
<td>1.0 FTE IT Technician</td>
<td>85,389</td>
<td>84,744</td>
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<tr>
<td>IT Technician Travel/Training</td>
<td>1,500</td>
<td>1,500</td>
</tr>
<tr>
<td>1 New Police Vehicle</td>
<td>46,000</td>
<td>46,000</td>
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<tr>
<td>Police Auto Parts</td>
<td>6,000</td>
<td>6,000</td>
</tr>
<tr>
<td>5 Reserve Officers - Screening, Training, &amp; Equipment</td>
<td>21,000</td>
<td>21,000</td>
</tr>
<tr>
<td>Extra Help - Streets</td>
<td>6,000</td>
<td>6,000</td>
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<tr>
<td>Travel / Training - Commissioners</td>
<td>4,300</td>
<td>4,300</td>
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<tr>
<td>Travel / Training - City Administrator</td>
<td>1,500</td>
<td>1,500</td>
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<tr>
<td><strong>Totals</strong></td>
<td><strong>171,689</strong></td>
<td><strong>171,044</strong></td>
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<tr>
<td>Item</td>
<td>Recommended</td>
<td>Requested</td>
</tr>
<tr>
<td>--------------------------------------------------------</td>
<td>-------------</td>
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<tr>
<td>Design &amp; Development Awards (Plaque)</td>
<td>1.100</td>
<td>0</td>
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<tr>
<td>5 FTE Custodial - Community Center Operations</td>
<td>20.447</td>
<td>0</td>
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<tr>
<td>1.0 FTE - Police Detective/Admin/Secretan</td>
<td>108.333</td>
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<tr>
<td>2.5 FTE - Skate Park Operations</td>
<td>70.60</td>
<td>0</td>
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<tr>
<td>2.5 FTE - Skate Park Operations</td>
<td>20.002</td>
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<tr>
<td>Extra Help - Animal Control</td>
<td>7.558</td>
<td>0</td>
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<tr>
<td>Another I New Police Vehicle</td>
<td>46.000</td>
<td>0</td>
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<tr>
<td>20.0 FTE - Shared (Street, Water, Sewer, Solid Storm)</td>
<td>18.740</td>
<td>0</td>
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<tr>
<td>2.7 FTE Community Service Supervisor</td>
<td>28.739</td>
<td>0</td>
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<tr>
<td>0.37 FTE Community Service Supervisor</td>
<td>32.749</td>
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<tr>
<td>2.5 FTE Customer</td>
<td>21.916</td>
<td>0</td>
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<tr>
<td>Street Supplies</td>
<td>0.200</td>
<td>0</td>
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<tr>
<td>Additional Museum Supplies</td>
<td>25.869</td>
<td>0</td>
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<tr>
<td>1.1 FTE - Legal Process Assistant</td>
<td>0.300</td>
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<tr>
<td>Public Utility Services - Crime Center</td>
<td>1.144</td>
<td>0</td>
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<tr>
<td>Develop Review Professional Services</td>
<td>0.000</td>
<td>0</td>
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<tr>
<td>Totals</td>
<td>358.428</td>
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One-time Recommended

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td>Fire Station UPS Battery Replacement</td>
<td>6,000</td>
</tr>
<tr>
<td>New Financial System</td>
<td>105,110</td>
</tr>
<tr>
<td>Police - Evidence-On-Q Software Upgrade to v7.0</td>
<td>4,890</td>
</tr>
<tr>
<td>Work Station for NEW IT Technician</td>
<td>1,200</td>
</tr>
<tr>
<td>SR3 Corridor Improvement</td>
<td>56,719</td>
</tr>
<tr>
<td>SR3 Park &amp; Ride</td>
<td>112,924</td>
</tr>
<tr>
<td>Traffic Signal Cabinet - 7th &amp; Railroad</td>
<td>40,000</td>
</tr>
<tr>
<td>Lake Boulevard/Pioneer Way STREET Construction</td>
<td>196,300</td>
</tr>
<tr>
<td>5th &amp; Franklin Intersection Improvements</td>
<td>3,000</td>
</tr>
<tr>
<td>Abatements and Condemnations</td>
<td>50,000</td>
</tr>
<tr>
<td>LED Streetlight Upgrades; 6 intersections</td>
<td>6,529</td>
</tr>
<tr>
<td>Cost</td>
<td></td>
</tr>
<tr>
<td>-------</td>
<td></td>
</tr>
<tr>
<td>$1,000</td>
<td></td>
</tr>
<tr>
<td>$3,500</td>
<td></td>
</tr>
<tr>
<td>$2,850</td>
<td></td>
</tr>
<tr>
<td>$20,800</td>
<td></td>
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<td>$20,000</td>
<td></td>
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<td>$35,000</td>
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<td>$42,000</td>
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<td>$42,000</td>
<td></td>
</tr>
<tr>
<td>$77,381</td>
<td></td>
</tr>
<tr>
<td>$1,000</td>
<td></td>
</tr>
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</table>

One-time Not Recommended
Thank You!

- We have excellent employees
- They constantly propose ideas to improve the way we do things
- They work hard
- They work together
- They have earned our thanks and appreciation.
New Budget System
New Budget System

- Strategic Orientation
- Simplicity
- Involvement
- More Commission
- More entrepreneurial orientation
- Greater teamwork, freedom and accountability
- For program managers
Current Budget System

- Staff generates budget ideas
- They work out details/costs and submit budget forms
- Present these ideas to Finance Committee
- Finance Committee meets to make recommendations to the Commission
- City Commission approves the budget
- Any unspent dollars are returned to the General Fund.
- All revenues including program revenue are accounted for generally
Potential Problems

- Discourages creativity
- Use it or lose it - encourages short term thinking
- Padding line items
- Limited accountability
- Short term decision window
- Impossible to manage effectively
- Overly complex
- Lack of transparency
- Staff driven
Solutions

• Shift budget control to the City Commission
  – Start earlier in the year (April? / May?)
  – First step is a retreat with the City Commission
  – Priorities come from City Commission at this meeting
  – Staff checks back with Commission during subsequent meetings to work out the costs and other details of the retreat decisions
  – Priority order and available resources determine which proposals are approved
Did you follow the accounting rules?
Did you get the work done?
Did you spend more than you have?
Use simplicity to build accountability
Allow accumulation of program reserves
Allocate resources from non-program revenues
Allocate programmatic revenues in the program of origin
Leave programmatic revenues in the program of origin
Simplify the process - make transparent to the average person

Solutions
Comparisons

Traditional
• Largely staff driven
• Use it or lose it
• Complex process
• Limited transparency
• Centralized controls
• Year-by-year perspective

Alternative
• Elected official centered
• Long term perspective
• Less complexity
• More transparency
• Decentralization
• Strategic perspective
Questions?
Make transparency the X-factor

Openness in a community – inviting people to correct the wrongs in a failed school levy, taking the community improvement conversation to them – could be considered the missing link in the calculus of engagement.

Transparency will make the probability, benefit and sense of duty inherently higher.

Give people context and show them the importance of their opinions, and the cost of engaging goes down. Build trust, and you’ll build better communities.

Tip the balance on the engagement equation. Connect with a MindMixer representative today at mindmixer.com/tour/#signup

MindMixer
More people were involved in the discussion about Raleigh’s changing downtown than ever before when the City of Raleigh and Sasaki Associates asked them to weigh in online. Rather than spending time at a public meeting, residents had to do was log in to Planning for Raleigh anytime, anywhere.
C: Cost of the action

PB + D > C

Average cost of one public meeting: $16,000
Average cost of a 12-month MindMixer contract: $6,000
Average public meeting attendance: 18 people
Average MindMixer participation: 5,500 unique visits
It takes a village to raise a child. And it takes a village to help make the world work. The challenge of the modern age is not one that can be met by one person, or one group, or one nation acting alone. It’s a challenge that can only be met through the collective efforts of all of us. For us, it’s about what we can do together.

President Barack Obama, November 2012
D. Sense of civic duty, the person gets out of the action

PB + D > C

One in five Baltimore residents lives in a food desert. That means children and adults have to travel far to get fresh food from a grocery store. But people living in the East Baltimore Midway neighborhood are doing something to fix the problem. Driven by a sense of duty to feed families, they took the initiative and started a community garden in the center of the neighborhood. Now everyone pitches in and kids even have a place to go after school.

-NATIONSWELL, JULY 2014
“Schools would have to spend $1,000 more per student to attain the same gains in academic achievement that an involved parent brings.

Helen Westmoreland, “Seeing is Believing,” PTA/Harvard research project
In November 2013, the Fairfield school district in Ohio failed to pass a levy to fund the construction of a new school. Over the next six months, the district brought parents and community members into the discussion, getting their input on how to make a tax increase more attractive. In the May election parents knew how they would benefit from the levy, and it passed.

- BUTLER COUNTY JOURNAL-NEWS, MAY 2014
70 percent of Philadelphia residents think they can have an impact on making their communities a better place to live.

Pew Research
PB + D > C

Despite being the third biggest city in the U.S., home to 2.7 million people, Chicago has found a way to increase the probability of impact for each of its residents. At Improve Chicago Parks, each city council district, each neighborhood, each block, each family is represented in the conversation to make their nearest and dearest park better.
On the other hand, the impact one vote can have on a local election is much higher, but the cost of taking the time to vote – and even the sense of duty and perceived benefit of voting – are lower. Again, right still outweighs left.

But what about other civic actions? What might the balance of the equation look like if the action were simply to get involved in the community? And how can we make sure it tilts up to the left?

“We have many, many elections that are small. Some are even decided by coin tosses. [In Johnson County, Kan.,] we had a race in 2006 that was decided by two votes.”

- BRIAN NEWBY, JOHNSON COUNTY, KAN., ELECTION COMMISSIONER
PB + D > C

Believe it or not, the balance is off whether we're talking about local or national elections. It's just off in different ways.

In her article "The Three Levers of Civic Engagement," Anthea Watson Strong points out that while the cost to vote in a national election - the time spent learning about candidates and making an informed decision - may be low, the impact of a single vote on the national scale is low as well. The balance doesn't tip.
\[ PB + D > C \]

**P** = Probability that a person will impact the outcome of an election

**B** = Benefit of the changed outcome of the election

**D** = Sense of civic duty a person has for voting in the election

**C** = Cost of voting in the election

It's a relatively simple concept, first hinted at in “The Calculus of Voting” in 1968.

The authors, William H. Riker and Peter C. Ordeshook, explain that in the “typically irrational” act of voting in the United States, the scale often tilts up to the right.

In the case of voting, “it costs more to vote than one can expect in return,” the article observes.
What if the secret to getting people involved in their communities was a simple equation?

It seems easy enough. Take your average person’s free time and add the promise of free food and you’ll get more people clamoring to come to your in-person meeting.

Okay, so most local leaders and planners know that it isn’t that easy. Fortunately though, there is an equation that helps explain why people may or may not be getting involved in their communities. It first refers to that most basic of civic actions, voting.
Four Step Formula
Better Community Involvement

Yes, We Said “Formula”
City of Shelton
2014 Work Plan

Administrative
1. Complete review and processing of remaining SAVER Committee recommendation - Waiving B & O Tax. Work not done. Project is currently off the radar.
2. Evaluate and based on the results, initiate the initial phases of a new electronic records management system. Work not done. Currently too much other work to do.
3. Revive records retention system per State guidelines. Is a work in progress.
4. Redesign website to include some records access and social media capability. Work is so far not done, due to staff shortages.
5. Evaluate the results / methods of CPM 101, and using this as a starting point, establish and implement measurable performance goals for the city. Work is so far off the rails due to limited capabilities and more pressing demands.

Finance
1. Purchase and Install new financial management software. Work in progress.

Police
1. Implement a new Drug Dog program.
2. Conduct new traffic emphasis patrols to include at least one litter, crosswalk and cell phone violation patrols.
3. Host two more law enforcement training sessions at the Civic Center.
4. Reduce fuel consumption an additional 5%.
5. Achieve an increase in use of the Sector Ticket System to 75% of tickets written.
6. Complete cargo / crime scene unit and have it available for major incidents.

Community Development
1. Process the Shelton Hills EIS (continued from 2013) Done
2. Establish a process and timeline for completion of the SR-3 Park & Ride and Pear Orchard Restoration Projects. Work includes refining the project scope, updating the design, and securing partners and added funding. Done. Currently into design / permitting
3. *Process the 2014 City Comprehensive Plan Amendment, which shall ensure there are sufficient acres of land in the City and UGA for industrial purposes. (Outcome dependent on stakeholder support) In progress
4. *Establish an agreement with Olympic College to provide vocational training suited for local businesses. In progress
5. *Complete a review of current business (commercial) regulation policies and incorporating amendments that facilitate expedited establishment of priority businesses. In progress
6. Coordinate with Finance Dept. to implement electronic permit tracking software. In progress
7. Abate 2-3 derelict buildings. (funding dependent) Done

Parks and Recreation
1. Complete Johnson Park projects, including purchase and installation of play structure, and landscape improvements. Done - Scaled down
3. Work with Shelton Creek Trail Revitalization Squad to begin planning process of trail. In progress
4. Facilitate joint use agreement with the Port of Shelton for an off-leash dog park. In progress
Public Works

SEWER
1. Secure funding for Basin 3 Infiltration and Inflow (I & I) Project - In progress
2. Build the WWTP Intertie Project - Delayed
3. Design and construct the remaining items needed at the Main Treatment Plant including: HVAC improvements, new centrifuge and equipment, SCADA automation and energy savings improvements, air gap for bio-solids, on-line M & O manual, and 2nd phase addition. In progress
4. Install two shut off valves in the piping system of the aeration blower at the MBR plant. Done
5. Replace sprinkler head stands at the MBR reclaim spray field. Done
6. Complete the application paper work for the discharge permit for the satellite plant that expires at the end of 2014. Done
7. Clean and camera the infrastructure piping in Sewer Basin 8. Delayed

WATER
1. Complete construction of the Upper Mountain View Pressure Zone (funding dependent) In progress
2. Construct an Angleside Booster Pump Station (funding dependent). In progress
3. Paint the High School Tank (funding dependent). Delayed
1. Install approximately 700' of 8" ductile iron water main on 2nd Street and Grandview. Done
4. Replace 10 hydrants. Done

STORM
1. Finish the storm system design and construct improvements on Lake Blvd. from Pioneer to the western City Limits. In design
2. Re-engineer Canyon Creek below Northcliff. (policy and funding dependent) Delayed for funding
3. Design and construct a new Canyon Creek culvert under Northcliff for flow control and fish passage. (policy and funding dependent) Done
4. Construct Angleside Rd. storm improvements
5. Clean storm water retention ponds (Library and "C" Street)

SOLID WASTE
1. Construct a new Recycle Transfer Station (funding dependent) Dropped due to lack of funding
2. Establish roll-off box pickup service (policy dependent) In progress
3. Repair and/or replace sidewalk cans
4. Organize a fall or spring cleanup project (policy and funding dependent) Analyzing options

STREETS
1. SR-3 Park and Ride - design and construct a formal Park and Ride lot with WSDOT. (funding dependent) In progress
2. SR-3 Entry Corridor - work with WSDOT to design and construct and entryway corridor with trail and amenities. (funding dependent) In progress
3. Lake Blvd. - Pioneer to City Limits - finish the design started in 2013 and construct improvements to city limits. In design
4. Downtown Creek along Franklin - design and construct the pavement rehabilitation and needed sidewalk creek panels. On hold
5. Evergreen Safe Routes - design and start construction of these sidewalk and traffic calming/signage measures. In progress
6. Complete tree trimming along Angleside, Turner St, and Pioneer Way. Done
7. Replace stop signs in the downtown and in the Mt. View area. Done
8. Complete asphalt overlays on the following:
   - Turner Street – Olympic Highway South to 7th Street Done
   - 'H' Street – Madison to Monroe Street Delayed
   - Monroe Street – 'H' to 'I' Street Delayed

FACILITIES MAINTENANCE
   1. Install roof coating on Civic Center. (funding dependent) In progress

WSDOT. (funding ENGINEERING/OTHER
   1. Secure funding for the Front Street Area Improvements. Project died
   2. Complete upgrades at Evergreen Square Parking Lot (funding dependent). On Hold for Funding
   3. Update Shelton Municipal Code Chapter 17.07 Water and Sewer Service Outside the City. Delayed
   4. Enter an Interlocal Agreement with Mason County to begin building GIS Layers for each of our Shelton utilities and other important Shelton GIS data. (funding dependent) Delay
   5. Review and modify Capital Hill sewer assessments to facilitate viable development opportunities in that neighborhood.

EM&R
   1. Complete the fabrication of the chipper box for the Mack dump truck Done
   2. Complete the fabrication of 20 yard roll-off box for scrap metal In progress
   3. Reorganize the shop spare parts and tire inventory In progress
   4. Implement a daily record-keeping system for all truck and heavy equipment usage by all departments In progress
   5. Remove hot patch machine from 1984 International and put it on the 1989 International dump truck Done

*Italics are Mandates
*Strategic Plan Goal
Policy Actions are subject to Commission deliberation and decision
City of Shelton, Washington

Strategic Plan - 2013 through 2018

"Building A Stronger Community TOGETHER"

Updates
February 24, 2014
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Introduction

This Strategic Plan covers the five-year period from 2013 through 2018. The purpose of this plan is to ensure that Shelton remains a special place, and that it achieves its full potential.

Missions, visions, values and goals are compiled from a variety of sources including annual retreats, policy documents and miscellaneous discussions among citizens, City Commissioners and City staff.

The mission statements define our purpose. All other plan elements must support our missions. The Vision statements define our future. They give clarity to those things we want to keep and the things we want to change. The Values make up our core beliefs and are the framework for our integrity. The goals define our success. They are deliberately measurable. They guide our actions and let us know when and whether we succeeded.

Mission Statements - (why we exist)
1. To protect public health and safety
2. To protect and enhance the human, social and natural environment
3. To facilitate commerce
4. To manage infrastructure
5. To promote the City's cultural resources

Vision Statements - (our achievable potential)
1. The City is a place where people feel safe.
2. The City has a thriving commercial community
3. The City has well maintained infrastructure and facilities.
4. The City finances are sustainable
5. The City has a thriving natural environment.
6. The City has consistent and plainly stated development standards.
7. The City has a diverse and growing job market.
8. The City has a positive sense of arrival.

Value Statements - (how we conduct our affairs)
1. We believe in open, honest and transparent government.
2. We believe that all of us should be respectful to one another and to the public.
3. We believe in fiscal responsibility.
4. We believe that we should be appreciated for our successes and be appropriately accountable for our failures.
5. We believe in respect for the law.
6. We believe in responsible stewardship of the human and natural environment.
Strategic Goals - (Those things we aspire to accomplish, which demonstrate our Vision)

"The City is a place where people feel safe."

Goal 1  By the end of 2014, the City will have achieved a 5% reduction in the number of NIBRS Group A reported crimes compared to the number reported in 2012. 1

Goal 2  For each of the years between 2013 and 2018, the number of NIBRS Group A reported Crimes Against Property shall not increase above the level reported in 2012. 2

Goal 3  Between 2013 and 2018, there shall be established ten new block watch programs each year. 3

"The City has a thriving commercial community"

| Goal 1 | By the end of 2014, the City shall facilitate the development of one new commercial center inside the City Limits. |
| Goal 2 | Between the years 2013 and 2018 the City shall facilitate an increase in the total number of business licenses operating in Shelton by 12% compared to the number of businesses licensed at the end of 2012. |
| Goal 3 | By the end of 2015 the City shall have increased ongoing annual sales tax collections by 30% compared to the collections received in 2012. |
| Goal 4 | By the end of 2015 the City shall have increased the per capita B&O tax collections by 33% compared to the collections received in 2012. |
| Goal 5 | By the end of 2015, the City will connect one or more business to the new Class A reclaimed water utility. |

"The City has well maintained infrastructure and facilities."

Goal 1  By the end of 2018, the City will have established a maintenance program, which reverses the currently deteriorating condition of the City's streets.

Goal 2  By the end of 2013, The City shall complete construction of a new water transmission line northwesterly out Springs Rd to the Washington State Patrol Academy on SR-102.

1 Switched from UCR methods to NIBRS. 2/24/14
2 Ibid
3 Changed goal from one to ten and Neighborhood Watch to Block Watch. 2/24/14
Goal 3  By the end of 2014 the City shall have completed construction of a new million gallon ground level reservoir near Well #1.

Goal 4  By the end of 2014 the City shall have completed construction of a new 350,000 gallon storage tank for the new Upper Mountain View Pressure Zone.

Goal 5  By the end of 2014 the City shall have completed construction of new aeration facilities for Well #1.

Goal 6  By the end of 2014 the City shall have completed construction of a new booster pump supplying water to the new Upper Mountain View Pressure Zone.

Goal 7  By the end of 2014 the City shall have completed disinfection of the Shelton Springs including associated projects.

Goal 8  By the end of 2014 the City shall have completed construction of a new booster pump supplying water to the Angleside Pressure Zone.

Goal 9  By the end of 2015 the City shall have purchased a site for the new Angleside Reservoir.

Goal 10  Update Utility system Comprehensive Plans

Storm - 2014-2016
Sewer - 2018
Water - 2016

“The City’s Finances are sustainable.”

Goal 1  During the course of this strategic planning period, the City shall approve budgets that are balanced.

Goal 2  During the course of this strategic planning period, the City shall dedicate one-time revenues to one-time expenses only.

Goal 3  During the course of this strategic planning period, the City shall maintain operating reserves in the general fund totaling 6.5% of general fund expenses subject to exceptions in Resolution 1043-0812.

Goal 4  During the course of this strategic planning period, the City shall maintain strategic reserves totaling 8.56.375% of general fund expenses subject to exceptions in Resolution 1043-0812.

4 Changed year of completion from 2013 to 2014. 2/24/14
5 Added 2/24/14
6 IBID
7 IBID
"The City has a thriving natural environment."

Goal 1  By the end of 2013 the City will have updated its sewer comprehensive plan.  

Goal 2  By the end of 2013 the City will have established a fully functioning Class A biosolids program.  

Goal 3  By the end of 2013 the City will have completed the Basin 5 sewer rehabilitation project.  

Goal 4  By the end of 2014\textsuperscript{9} the City shall have completed the Basin 3 sewer rehabilitation project.  

Goal 5  By the end of 2016\textsuperscript{9} the City shall have in place, approved by the Department of Ecology, a plan that ensures completion of sewer rehabilitation work that has been mandated by the Department of Ecology.

"The City has consistent and plainly stated development standards."

Goal 1  By the end of 2013 the City will have updated its engineering development standards policies.  

Goal 2  By the end of 2015 the City shall establish policies affecting industrial park developments that allow for expedited permitting and/or environmental reviews for priority business activities.

"The City has a diverse and growing job market."

Goal 1  By the end of 2014\textsuperscript{9} the City shall have amended its comprehensive plan map to include at least 450 acres in the City or Urban Growth Area that are zoned for development of industrial lots that can be sold to the general public.  

Goal 2  By the end of 2014\textsuperscript{10} the City will ensure that there are sufficient acres of land in the City and Urban Growth Area zoned for industrial purposes, including infrastructure plans that will support the accompanying development, to ensure a diverse job market.  

Goal 3  By the end of 2016\textsuperscript{11} the City shall have added to the community, one new employment center at least 100 acres in size having industrial lots for sale to the public.

\textsuperscript{8} Changed year of completion from 2015 to 2016. 2/24/14
\textsuperscript{9} Changed year of completion from 2013 to 2014. 2/24/14
\textsuperscript{10} Ibid
\textsuperscript{11} Ibid
Goal 4  The City shall work with the Chamber and Economic Development Council to facilitate one or more entrepreneurial training programs.

Goal 5  By the end of 2014, the City shall have in place, an agreement with Olympic College that establishes vocational training program that meet the needs of local businesses.

Goal 6  By the end of 2014, the City shall have produced a video explaining development approval activities and expectations in the Community Development and Public Works Departments.

Goal 7  

"The City has a positive sense of arrival."

Goal 1  By the end of 2015, the City will complete construction of the SR3 Park & Ride / Corridor project.

Goal 2  By the end of 2013, the City will develop and approve an urban trail master plan, identifying trail locations, funding sources and partners.

Goal 3  By the end of 2014, the City will approve a master plan and develop the existing park site for Johnson Park in the Capitol Hill neighborhood.

Goal 4  By the end of 2016, the City will approve a master plan and develop Phase 1 of the existing park site for the Northcliff Neighborhood Park.

Goal 5  By the end of 2016, the City will develop Phase 2 of the existing park site for the Northcliff Neighborhood Park.

Goal 6  By the end of 2018, the City will identify a potential site and seek funding for acquisition of the land for a neighborhood park in the Hillcrest neighborhood.

Goal 7  By the end of 2016, the City will approve a master plan and develop Phase 1 of the new neighborhood park in the Hillcrest neighborhood.

Goal 8  By the end of 2017, the City will develop Phase 2 of the new neighborhood park in the Hillcrest neighborhood.

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11 Changed year of completion from 2015 to 2016, 2/24/14
12 Changed year of completion from 2013 to 2014, 2/24/14
13 [BID]
14 Deleted goal, 2/24/14
15 Changed year of completion from 2018 to 2015, 2/24/14
16 Changed year of completion from 2013 to 2014
17 Changed year of completion from 2014 to 2015
18 Changed year of completion from 2015 to 2016
Goal 9  By the end of 2017 the City will identify a potential site and seek funding for acquisition for development of a dog park.  

Goal 10  By the end of 2018 the City will approve a master plan and develop Phase 1 of the new dog park.

Goal 11  By the end of 2018 the City will identify a potential site and seek funding for acquisition of the land for a neighborhood park in the Angleside/Beverly/Meridian Park neighborhood.
Acknowledgements

City Commission
Gary H. Cronce
Mike Olsen
Tracy Moore
Dawn Pannell

Mayor, Commissioner of Public Safety
Commissioner of Finance and Accounting
Commissioner of Streets and Public Improvements
Former Commissioner of Streets and Public Improvements

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Public Works Director
Director of Finance / City Treasurer
Parks and Recreation Director
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