



*"Building A Stronger Community
TOGETHER"*

DATE: October 6, 2011
TO: Retreat Participants
FROM: Dave O'Leary
SUBJECT: Retreat Report

The City held its 2nd retreat for 2011 on Thursday, October 6, 2011 in the fire station meeting room. Participants included all members of the City Executive Management Team and all three members of the City Commission. Assistant Chief Mike Sobotka from Mason County Fire District No. 5 attended the first part of the meeting, and Fire Chief Tim McKern from the same organization took over for Mike later in the meeting. City Administrator, Dave O'Leary facilitated the meeting.

The agenda included these sections:

1. Introduction
2. Work Plan Update
3. Strategic Plan Update
4. Economic Development Planning
5. Hot Topics

Introduction

Dave went over the ground rules saying that when we brainstormed various subjects, that all ideas should be considered.

Work Plan

Participants worked through the City's 2011 Work Plan. Department Heads reported on the status of each item, explaining whether it was done, whether it should be done before the end of the year, or whether it would not be done.

Details are in the attached Report.

Strategic Plan

Dave explained that the City's 6-year Strategic Plan was in its 5th year. The Commission should plan to create a new plan in 2012.

Participants worked through each Goal in the existing Strategic Plan. Department Heads reported on the status of each item, explaining whether it was done, or whether it is expected to be done before the end of 2012.

Details are in the attached Report.

Economic Development Planning

Preliminary Discussion

Permitting

Commissioners wanted to discuss issues and ideas regarding the City's permitting program. The list included:

1. Issue - Strong willed applicants
2. Issue - Perceptions about the process vs. reality
3. Issue - Proactive presentation / communication of facts, which sometimes get lost
4. Idea - an exit interview after the permitting process ends.
5. Idea - Offering to attend local Master Builders' Assn meetings.
6. Issue - Setting priorities
7. Issue - Being consistent

Interpersonal Tools Related to Permitting

1. Affirmative Approach - To get a successful outcome
2. Selling compliance
3. Attitude
4. Training to facilitate use of the above approach

Fire Station Meeting Room Rental

Mike Sobotka proposed an idea. The new fire station meeting room was being used by the community. Fire District officials wanted to get copies of the use agreements that we have prepared for people renting City facilities. They would use these as a model for their own use agreements.

Planning Context

Dave said that his work plan included initial steps toward an update to the Economic Development Element of the City's Comprehensive Land Use Plan. Dave said that he wanted to incorporate the same approach as the City's strategic planning methodology. City leaders would identify missions, visions and values, and then set date stamped mileposts that would demonstrate our

achievement of these overall objectives. Dave said that the purpose of this portion of the retreat was to move us another step closer to this overall objective.

Dave asked participants to think about a variety of issues including, things that we would need to address as the planning process moved forward.

1. **Priorities:** We cannot be all things to all people. What kinds of development do we want to attract? In other words, what are our priorities?
2. **Marketing:** Where do we focus our energies?
3. **Timing:** How long until we expect to get results?
4. **Finances:** How much are we willing to spend?
5. **Mileposts:** What are the accomplishments that will measure our success?
6. **Policies:** What policies will facilitate the desired outcome? For example, should they be *liaise faire*, or targeted regulations?
7. **Partners / Stakeholders:** Who should be involved in the planning / decision processes?
8. **Perceptions:** How will the planning process and the resulting plan be perceived?
9. **Communications:** How do we communicate the various messages associated with the planning process?
10. **Regional Perspective:** What are the opportunities we can tap into by leveraging partnerships with other community stakeholders?

Process Mileposts

Dave said that the intent was to fold the economic development plan into the Comprehensive and Strategic Plans. Ultimately economic development strategies would be incorporated in the budget and other administrative / policy guides - so that all our efforts are aligned.

SWOT Review

Positives: Dave posted a list of strengths and opportunities that was brainstormed in a SWOT analysis in the last City retreat in February of this year. He asked each participant to decide the 3 most important elements, and explain why these were important to them. Below are the results, including the associated scores.

<i>Description</i>	<i>Score</i>
1. Strong Leadership	9
2. Employees	7
3. Positive Communications	5
4. Infrastructure	4
5. Diverse Economy	3
6. Natural Environment	2
7. High Willingness to Cooperate	1

8. Parks / Library	1
9. Watershed Lands	0
10. Developable Lands	0
11. Diverse Population	0
12. High Degree of Generosity	0
13. Good Potential for Business Development	0
14. Consolidations of Local Governments	0
15. Vacant Business Properties	0
16. Lower Property Values	0

Negatives: Dave showed a list of weaknesses and threats that was brainstormed along with the above list. Dave asked participants to discuss whether it was possible to overcome these problems.

<i>Description</i>	<i>Discussion</i>
1. Money / Economics	Yes, and this problem is on us
2. Unfunded Mandates	No
3. Staffing limits	Yes, with community support
4. Traditional Service Expectations	New Normal - No
5. Low / Cynical Service Expectations	Change Perceptions - Not all
6. Apathy	No
7. Young People Move Away	Yes - Get them a job
8. Citizen Disengagement with Government	Must Try
9. Employment instability	Short Term - No, Long Term - Yes
10. Substance Abuse	Must Try
11. Political Turf	No, but keep Trying
12. Radical Organizations	No
13. Fatigue / burnout	Partly
14. Perception of being a bedroom community	Yes
15. Uncertainty	Short term - No
16. Fear of Change	??? - Involve Citizens
17. Crime	Not fully - Address Perceptions
18. Graffiti	No - Paint over

Economic Development Drivers

Dave then produced a list of conditions that tended to help drive economic development opportunities. This list was created in the Feb, 2011 Retreat. Dave asked if anyone thought that other items could be added, and numbers 9 and 10 were added.

1. Infrastructure
2. Land Zoned for Desired Uses
3. Zoning Processes
4. Quality Education
5. Hospital Expansion

6. Mill Expansion
7. Positive Attitude
8. Customers / Businesses that will support a proposed development
9. Effective Communications
10. Walking the Talk

What to Target

Dave said it was important to target our efforts to attract businesses that would want to come to Shelton, and also that Shelton residents would want. Dave asked the group to produce a list of business types that could be candidates for recruitment. There was a preference for seeking support from the Mason County Economic Development Council, and trying to grow local businesses. The list included:

1. Shopping Center
2. Automotive
3. Light Manufacturing
4. Warehousing - Complications with this use were discussed
5. Energy Production
6. Auxiliary Medical
7. Aquaculture
8. Tourism

Dave mentioned that there are probably businesses that we would not want to recruit because our efforts are likely to be unsuccessful, or because that kind of development would not be suitable for Shelton, and that we should think about this as we work our way through the planning process.

Community Support - Stakeholders

Dave initiated a discussion on community support. He asked participants to create a list of stakeholders and then define the role for each. The group brainstormed the following list. However time had grown short for this portion of the agenda, and the group assigned roles for only the first item before moving on to other business.

- Economic Development Council for Mason County
 - Encourage individual developments
 - Lobby for favorable policies
 - Help us market the community
- Junior Taxing Districts
- Chamber / Businesses
- Schools
- Citizens
- City

City of Shelton, Washington

Strategic Plan - 2007 through 2012



*"Building A Stronger Community
TOGETHER"*

Updates:

June 14, 2007
September 29, 2008
December 21, 2009
January 24, 2011

Table of Contents

Introduction	3
Mission	3
Vision	3
Values	3
Strategic Goals	4
The City is a place where people feel safe	4
The City has well maintained infrastructure and facilities	4
The City has consistent and plainly stated development standards	5
The City has a thriving commercial community	5
The City has a diverse job market	5
The City has a diverse housing stock	6
The City has a positive sense of arrival	6
The City has a thriving natural environment	6
Acknowledgements	7

Introduction

This Strategic Plan covers the five-year period from 2007 through 2011. 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 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 well maintained infrastructure and facilities.
3. The City has consistent and plainly stated development standards.
4. The City has a thriving commercial community.
5. The City has a diverse job market.
6. The City has a diverse housing stock.
7. The City has a positive sense of arrival.
8. The City has a thriving natural environment.

Value Statements - (how we conduct our affairs)

1. We believe in protecting the public health and safety.
2. We believe in the responsible facilitation of commerce.
3. We believe in open and transparent government.
4. We believe in giving careful consideration to the thoughtful opinions of our local citizens.
5. We believe in providing professional, timely and courteous service.
6. We believe in teamwork, and in establishing an environment mutual respect among and between City employees.
7. We believe in clear and consistent rulemaking and regulatory enforcement.
8. We believe in the efficient and well-considered use of public money.

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 2011, the City will have completed re-construction of its downtown fire station .¹ **Done**
- Goal 2: By the end of 2010, the City will have re-established the capacity to attack fires within an average 5-minute response period. **Done**
- Goal 3: For the year 2011, the City will have a 30% reduction in the per capita property crime rate, from that experienced in 2005.² **On track - but not with cuts Done**
- Goal 4: For the year 2011, the City will have a 20% decrease in the per capita business related crime rates, from that experienced in 2005.³ **On track - but not with cuts Done**

“The City has well maintained infrastructure and facilities.”

- Goal 1: By the end of 2007, the City will have established a valve exercising and line-flushing preventative maintenance program for its water system. **Done**
- Goal 2: By the end of 2008, the City will have established development impact fees and increased utility connection charges such that growth pays for its impacts on our infrastructure.⁴ **Done**
- Goal 3: By the end of 2007, the City will have updated its Parks Comprehensive Plan **Done**
- Goal 4: By the end of 2012, the City will have updated its sewer, water, storm system comprehensive plans, including capital improvement plans.⁵ **On track**
- Goal 5: By the end of 2012, the City will ensure compliance with state Department of Ecology mandates by updating the existing wastewater treatment facility, completing reconstruction of 2 separate sewer basins, in addition to Basin 1, and removing 2 sewer lines from Goldsborough Creek.⁶ **On track**

¹ Completion date amended on September 29, 2008 from 2009 to 2011.
² Completion date amended on September 29, 2008 from 2009 to 2011.
³ Completion date amended on September 29, 2008 from 2009 to 2011.
⁴ Completion date amended on September 29, 2008 from 2007 to 2008.
⁵ Completion date amended on December 21, 2009 from 2009 to 2012.
⁶ Completion date amended on December 21, 2009 from 2009 to 2012.

Goal 6: By the end of 2012, the City will have established funding for a maintenance program, which reverses the currently deteriorating condition of the City's streets.^{7 8 9}

On Track

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

Goal 1: By the end of March 2007, the City will have updated its land use policies such that the City is compliant with the Growth Management Act.

Done

Goal 2: By the end of June 2012, the City will have developed specific regulations and expectations built around our comprehensive land use goals.^{10 11}

Goal 3: By the end of 2009, the City will have developed a development fee structure that rewards development for proposals, which are consistent with City goals.

Done

"The City has a thriving commercial community"

Goal 1: By the end of ~~2009~~2012, the City will ensure that there are sufficient acres of land in the City and Urban Growth Area zoned for commercial purposes, including infrastructure plans that will support the accompanying development, to support a thriving commercial community and a diverse tax base.¹²

On Track

Goal 2: ¹³

Goal 3: By the end of ~~2011~~2012, the City will have established one new commercial center.

On Track for Start

⁷ Completion date amended on June 4, 2007 from 2011 to 2008.

⁸ Completion date amended on September 29, 2008 from 2008 to 2009.

⁹ Completion date amended on December 21, 2009 from 2009 to 2012.

¹⁰ Completion date amended on September 29, 2008 from 2008 to June 2009.

¹¹ Completion date amended on December 21, 2009 from 2009 to 2012.

¹² Completion date amended on September 29, 2008 from 2008 to 2009.

¹³ Goal was eliminated on December 21, 2009.

“The City has a diverse job market.”

- Goal 1: By the end of 2010, the City will initiate design for Phase III of the regional plan, which is intended to construct sewer and water services to lands along John's Prairie Rd.¹⁴ On-trackDone

- Goal 2: By the end of 2010, the City will complete the satellite water reclamation plant, sewer lines and reclaimed water system associated with Phase I of the Regional Plan.¹⁵ Done

- Goal 3: By the end of 2010, the City will initiate design of the water system associated with Phase II of the Regional Plan.^{16 17} Done

- Goal 4: By the end of ~~2010~~2011, 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.^{18 19} On Track

- Goal 5: ²⁰

“The City has a diverse housing stock.”

- Goal 1: By the end of 2012, the City will have completed and implemented the new Development Standards.^{21 22}

- Goal 2: By the end of 2008 the City will have completed a full update of its subdivision codes. Done

- Goal 3: By the end of 2009, the City will have updated its zoning designations that will allow and/or encourage diverse residential development. Done

¹⁴ Completion date amended on December 21, 2009 from 2008 to 2010.

¹⁵ Goal reworded and completion date amended on September 29, 2008 from 2008 to 2010.

¹⁶ Completion date amended on September 29, 2008 from 2008 to 2009.

¹⁷ Completion date amended on December 21, 2009 from 2009 to 2010.

¹⁸ Completion date amended on September 29, 2008 from 2008 to 2009.

¹⁹ Completion date amended on December 21, 2009 from 2009 to 2010.

²⁰ Goal was eliminated on December 21, 2009.

²¹ Completion date amended on June 4, 2007 from 2007 to 2008

²² Completion date amended on December 21, 2009 from 2008 to 2012.

“The City has a positive sense of arrival.”

- Goal 1: ~~By the end of 2011~~When streets are otherwise improved, the City will place City Limit signs on all streets crossing the Shelton City Limits.^{23 24} **Fund with one-time money**
- Goal 2: By the end of 2012, the City will initiate a corridor improvement plan for the Railroad Avenue entry to the City.²⁵ **Find partners**
- Goal 3: By the end of 2012, the City will complete construction of the SR3 Park & Ride / Corridor project.²⁶ **We should focus on this goal**

“The City has a thriving natural environment.”

- Goal 1: By the end of March 2007, the City will have adopted and will be implementing its critical areas ordinance. **Done**
- Goal 2: By the end of 2007, the City will have adopted dual stream recycling. **Done**
- Goal 3: By the end of 2007, the City will have implemented 35-gallon can garbage service. **Done**
- Goal 4: By the end of 2009, the City will have fully implemented a water efficiency use program.²⁷ **Done**
- Goal 5: By the end of 2011, the City will have converted its Class B sludge application program into a Class A biosolids program.
- Goal 6: By the end of 2011, the City will identify one or more Class A reclaimed water users who will utilize the resource for economic development instead of drinking water. **Done**

²³ Completion date amended on September 29, 2008 from 2008 to 2009.

²⁴ Completion date amended on December 21, 2009 from 2009 to 2011.

²⁵ Completion date amended on September 29, 2008 from 2009 to 2010.

²⁶ Completion date amended on September 29, 2008 from 2010 to 2011.

²⁷ Completion date amended on September 29, 2008 from 2008 to 2009.

Acknowledgements

City Commission

John Tarrant
Mike Byrne
Dick Taylor
Dawn Pannell

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

Municipal Court

Amber Findlay
George Steele
Shelby Conklin

Former Municipal Court Judge
Municipal Court Judge
Court Administrator

Infrastructure Task Force

Richard Beckman
Russ Denney
Mark Kamin
Jim Pharris
Rose Swier
Dave Thatcher

Citizen
Citizen / Chair
Citizen
Citizen
Citizen
Citizen

Administrative Leaders

Dave O'Leary
Terry Davenport
Jay Ebbeson
Jim Ghiglione
Annaliese Harksen
Vicki Look
Steve Goins

City Administrator
Police Chief
Former Director of Public Works
Former Fire Chief
Former City Attorney
Management Assistant
Director of Economic and Community Development /
Public Works Director
Former Director of Economic and Community Development
Director of Finance / City Treasurer
Former Director of Finance / City Treasurer

Steve Osguthorpe
Cathy Beierle
Stacey Sitko

City of Shelton 2011 Work Plan

Administrative

1. Update performance appraisal process (In progress - completion in 2012)
2. Produce 4 videos about the City (One will be done)
3. Facilitate creation of a growth plan, that anticipates and supports economic development opportunities (On track)
4. Draft a new financial planning document that focuses on future growth (On track)
5. Create and implement a communications plan, the theme of which will center on the above two goals. Continue to include Commissioners in public presentations (On track)

Finance

1. Purchase and Install new financial management software (In progress - completion in 2012)

Police

1. Continued reduction in crime (On track)
 - a. A 10% reduction of property crime
 - b. A 15% reduction in business related crimes
2. Sponsor two new neighborhood watch groups (Not done)
3. Facilitate continued operation of the Animal Shelter (Subject to available resources) (Volunteers used to achieve goal)
4. Complete Implementation of Evidence on Q program for Evidence Room (Done)
5. Complete policy manual revision project, and reduce to CD for all staff (In progress - completion in 2012)
6. Co-sponsor reserve academy (Recruit 7 new reserves for Shelton PD) (4 recruited)
7. Host two county-wide Citizens' Academies (1. Substituted a reserve academy for other Citizens' Academy)
8. Host summer Kidz Academy (Done)
9. Complete street light reduction program (On track)
10. Facilitate narrow-banding of all Police Department radios (On track)

Community Development

1. Develop new structure for oversight and management of Civic Center rentals. (Kept current system)
2. Complete PR/A Zoning District Code Update (Done)
3. *Initiate the Shoreline Master Plan Update* (Done)
4. Complete public safety building restoration project (Done)
5. Initiate a Downtown Revitalization Program. (Done)
6. Update Shelton Municipal Code Chapter 12.20 (Right-of-way Ordinance) (In progress)
7. Update Shelton Municipal Code Chapter 17.07 (Water and Sewer service outside City Limits) (In progress)

Public Works

SEWER

1. Commence Class A Biosolids treatment at the Downtown Wastewater Treatment Plant. (On track - completion in 2012)

2. Monitor and report on system changes resulting from Kneeland Park Pump Station. (On track - first reports in the 4th quarter)

WATER

1. Complete hydrant re-numbering project. (Done)
2. Complete replacement of aged service laterals within Basin 5 project area and on roads proposed for overlays in 2011 (On track)
3. Develop plan for future small-scale water main replacements (On track)

STORM

1. Construct system upgrades at Ravenna Trail (Reconsidering financing method - more later)
2. Upsize Pipe on Fairmont Ave (2012 project)
3. Fund storm water utilities proportionate share of K Street Pavement rehabilitation (project is funding dependent) (Funded design - project completion in 2012)
4. Fund storm water utilities proportionate share of Lake Blvd, pavement rehabilitation (project is funding dependent) (Could not start - 2012 completion)

OTHER

1. Complete Public Safety Building Restoration* (Done)

STREETS

1. Complete overlays of portions of Washington, Pine, Cedar, 8th, 9th, 11th, and King Streets (King Street segment is funding dependent). (Done)
2. Complete overlays of portions of Lake Blvd. (funding dependent) (2012 Project)
3. Complete overlays of portions of K Street (funding dependent) (2012 project)

EM&R

1. Facilitate narrow banding conversion of all public works radios (On track)

ENGINEERING

1. Bid and award construction contract for the Basin 5 I&I Removal Project (Done)
2. Complete the Sewer Comprehensive Plan Update, including rate analysis (On track - completion in 2012)
3. Complete the Downtown Wastewater Treatment Plant (WWTP) project (On track - completion in 2012)
4. Commence work on WWTP mitigation projects (Fairmont pavement rehabilitation and Front Street mitigation) (Securing funding - completion in 2012)
5. Complete design, bid and award contract to construct Angleside Booster Pump Facilities. (On track - completion in 2012)
6. Design, bid and award contract to construct Well #3 upgrades (On track - completion in 2012)
7. Plan and design additional regional water storage in Mountain View Pressure zone (On track - completion in 2012)
8. Design, bid and award contract for K Street pavement rehabilitation project (funding dependent) (2012 project)
9. Design, bid and award contract for Lake Blvd pavement rehabilitation project (funding dependent) (2012 project - still funding dependent)
10. Implement Park n Ride Phase 2 by removing sweepings pile and restoring railroad grade (On track - 4th qtr completion)

REGIONAL PROJECTS

1. Complete design and Latecomers' Agreement for the water transmission extension to Washington State Patrol and Department of Correction (On track - completion in 2012)

2. Initiate Goldsborough Creek Restoration Project, in coordination with Squaxin Island Tribe, Simpson, Port of Shelton. (Funding dependent)

SOLID WASTE

1. Continue container replacement program by replacing 660 aged 65 gallon containers (Done)
2. Complete feasibility study to establish city-operated recycling program, not including a "Glass Plan" option. (2012 project)

Italics are Mandates

*Strategic Plan Goal

Policy Actions are subject to Commission deliberation and decision

- County

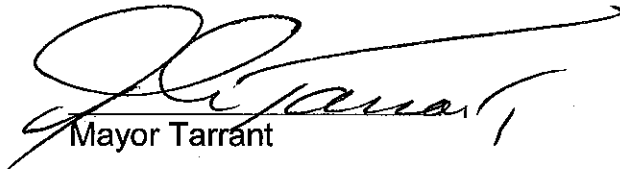
Hot Topics

The group received reports on the following subjects:

1. First/Railroad Landscaping Improvements
2. Update on USDA-RD funding for the Wastewater Treatment Plant upgrade
3. Concerns with SMC 20.42, Non-Conforming Uses
4. Update on the Public Safety Building Signage
5. Street Maintenance Plan Schedule
6. Public Defense
7. Jail
8. Video Hearings
9. Community Service Officer Position

Adjournment

The retreat adjourned at approximately 3:30 PM.


Mayor Tarrant


City Clerk Look