

City of DuPont  
1700 Civic Drive  
DuPont, WA 98327  
**Special City Council Meeting**  
**January 19, 2010**  
**6:00 p.m.**  
**WORKSHOP**  
**AGENDA**

Page

**1. Call to Order**

**2. Roll Call**

**3. Presentation:Sequalitchew Creek Watershed Council (D. Dresser) - 15min.**

2

a) Council Q & A - 15 min.

**4. Discussion Items**

3-8

a) Overview of Current Strategic Plan (B. McDonald) - 30 min.

9-10

b) Proposal for Strategic Plan Process (Mayor) - 15 min.

11

c) Youth Services (R. Westman) - 15 min

**5. Questions and/or Comments**

**6. Adjournment**

## **Agenda Item # 3a)**

January 12, 2010

Tamara Jenkins, Mayor  
City of DuPont  
1700 Civic Drive  
DuPont, Wa. 98327

Dear Mayor

The Sequalitchew Creek Watershed Council would like to present their plans, goals and current status as a non-profit company at the next council workshop. We have already started to establish relationships with similar councils, County and State agencies, and would like to do the same with the City of DuPont. We are the new kid on the block and I'm sure the city and council members have many questions on how our group can be an asset to the city and creek.

We propose to give a short power point presentation and answer any questions the council members may have.

Sincerely Yours

Don Dresser  
Board Member  
Sequalitchew Creek Watershed Council

**DuPont City Council**

**Strategic Plan**

**This document updates the City of DuPont Vision and Mission Statements. Priority Goals and Guidance Policies are articulated to provide more clarity and guidance to operating departments.**

## **City of DuPont**

**Vision Statement: DuPont is a vital city known for its planned setting and hometown sense of community. The City successfully blends natural beauty and a rich northwest history.**

**DuPont City Council's Mission Statements:**

**To provide the citizens of the City of DuPont a beautiful natural environment; high quality government services; progressive leadership and community inclusion.**

**Goals and Guidance Policies:**

**The City Council as the legislative body is tasked with providing a clear framework of goals and policies to guide municipal operations. This is a process accomplished primarily during budget development.**

**The goals and policies in this document are the Council's guidelines to the Mayor and executive staff. They are a framework, which guides the efforts of the Mayor, City Administrator and Department Directors in budget development and operational decisions.**

## **Goal Statement #1 - City Leaders and Workforce**

- To maintain an effective city leadership team and a professional workforce.

### **Guidance Policies:**

1. Support a culture of excellence.
2. Strive for employee retention and organizational stability.
3. Provide regular performance audits and reviews.
4. Formally recognize employee excellence.
5. Facilitate collaboration, partnerships and teamwork.

## **Goal Statement #2 – Innovation**

- Reward organization initiatives that challenge current processes and result in improved business practices.

### **Guidance Policies:**

1. Ensure customer service is a primary value.
2. Seek new options for the delivery of services.
3. Support the use of best management practices.
4. Outsource services where there is a cost or quality incentive.
5. Use citizen input to improve services and operations.

## **Goal Statement #3 – Budget**

- The primary financial plan is the City Budget. It should link the City's Mission Statement, Goals and Policy Guidance, and Departmental Operating Plans.

### **Guidance Policies:**

1. The annual budget must be simple, clear and defensible.
2. Use a five-year revenue and expenditure model.
3. Explore what-if scenarios as a decision tool.
4. Actively seek alternative revenue sources.
5. Services must be in balance with financial resources.
6. Utility rates must fully support all operating and capital costs.

## Goal Statement #4 – Financial Management

- **Financial controls shall insure proper expenditure of public funds, accurate financial records, and timely, reliable monitoring reports.**

### **Guidance Policies**

1. **The City’s credit rating should be at least AA.**
2. **Financial statements should be timely and accurate.**
3. **The State Audit Report should have no material findings.**
4. **Expenditures should be less than appropriations.**
5. **Fund Balances should be increasing.**
6. **Financial Policies should provide clear direction to departments.**

## Goal Statement #5 – Levels of Service

- **Service levels should be based on objective standards, changes in demand, and the most efficient use of personnel, equipment and technology.**

### **Guidance Policies:**

1. **The city core services are public utilities, public safety, code enforcement, leisure services and governance.**
2. **Police service levels should be based on current population, known crime risks and experience.**
3. **Fire service levels should be based on real risks, objective response standards, and affordable cost.**
4. **Public utilities must operate with the lowest reasonable level of service interruption.**
5. **The City Emergency Management Plan shall emphasize quick mobilization and self-reliance.**
6. **Leisure services shall be provided in a variety of spaces, with activities useful to all age groups.**

**Goal Statement # 6 – Preservation**

- **The City will preserve and enhance its natural and historic resources**

**Guidance Policies:**

- 1. Historic sites and artifacts will be actively protected in cooperation with the Historic Society.**
- 2. Public education efforts should promote DuPont’s natural and historic treasures.**
- 3. The City will collaborate with Tribal Governments to protect and preserve their sites of special significance.**
- 4. Historic sites and markers will be developed to build community pride, regional identity, and tourism.**

**Goal Statement #7 - Parks and Recreation**

- **The City encourages the development of a mix of options for passive and active recreation.**

**Guidance Policies:**

- 1. Master plans for all parks, trails and open spaces will manage development and use.**
- 2. Provide a balance in park and recreation development between active and passive uses.**
- 3. Develop facilities sensitive to maintenance costs and security.**
- 4. Explore creative funding mechanisms such as fees, charges, special districts, and public/private partnerships.**

**Goal Statement # 8 – Economic Development**

- **The City will focus its attention on a timely, consistent, predictable community development process and will encourage proactive economic development practices.**

**Guidance Policies:**

- 1. The Comprehensive Plan should encourage long-term economic health and a sustainable business community.**
- 2. The City encourages diverse commercial and industrial development.**
- 3. Development should mitigate its impacts.**
- 4. The City will partner with the business community to work on issues of mutual interest.**

**Goal Statement #9 – Community Relations**

- **The City will actively inform its citizens about city operations and actions and seek opportunities for partnerships.**

**Guidance Policies:**

- 1. The City will have an ongoing system for cultivating and increasing citizen involvement.**
- 2. The budget process will encourage citizen comments and ideas.**
- 3. A community identity as many villages but one City will be promoted.**
- 4. Department communications will inform the public on important issues of health, safety, and security.**
- 5. City officials will represent Dupont's interests at regional forums.**
- 6. The City will maximize the use of communications technology to create a virtual City Hall.**

**Pacific Northwest Consulting Services**

Organizational Development      Strategic Planning      Market & Survey Research  
January 11, 2010

TO: The Honorable Tamara Jenkins, Mayor  
City of DuPont

FROM: Dr. Lowell "Duke" Kuehn

RE: Council Planning Retreat

In response to the conversation we had last Friday, let me use this memorandum to lay out my proposal to follow-up on last year's Council retreat with a much more focused strategic planning activity.

The City's existing strategic plan is undated, but I believe it is over five years old. Whenever it was conceived, there is no question that the premises it was built upon have changed and what was conceived as a future is already past. It is time to update the plan.

A full scale strategic planning process takes time and requires significant public involvement. I envision this retreat as the first step in the City's next strategic planning process.

As such, the agenda (I'll need 8 hours) is divided into a set of specific activities aimed at laying the foundation for the Council to initiate a new planning process (and to set some of the specifications as to what features that process should possess).

The Council must complete a set of steps:

1. The existing plan needs to be reviewed and closed. Completed objectives and accomplished goals need to be noted. Incomplete (or never begun) objectives and unaccomplished goals need to be inspected and either carried forward to the next plan or dropped.
2. The foundation of the plan, its mission, vision, values and guiding principles need to be reviewed and accepted or revised to meet the thinking of the Council. If any of these components are missing, the Council needs to develop them.

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## ***Agenda Item # 4b)***

4. The Council needs to develop a set of performance measures that allow for the gaps, if any, between the Council's mission, vision to be assessed.
5. The Council needs to lay out its expectations for the next steps in the planning process, including:
  - Council, Mayor and staff roles.
  - Public involvement opportunities.
  - Timing.
  - Need for facilitation.

I can take the Council through a discussion at each of these steps that will lead to a clear directive or policy as to the foundation upon which the plan should be built and the expectations as to how the process should proceed. Afterwards, I will provide a complete and detailed report of the Council's proceedings.

I propose to interview each of the Council Members individually in advance of our planning session.

As you know, I have led dozens of organizations through these steps with great success. I anticipate much will be accomplished here and the process will get off to the right start.

My fee for this service would be \$5,000.

I look forward to working with you and the Council on this important project.

