

October 11, 2012
6:00 p.m.

CHELAN CITY COUNCIL
AGENDA

Chelan City Hall
Council Chambers

1. CALL TO ORDER AND PLEDGE OF ALLEGIANCE
2. ROLL CALL
Goedde__McCardle__Higgins__Isenhardt__Cooney__Harper__Morehouse__Steele__
3. AGENDA CHANGES
4. CITIZEN COMMENTS – Items not on the agenda. Time limited per the Mayor.
5. CONSENT AGENDA
 - A. Approve Minutes of September 27, 2012 Regular City Council Meeting (To Be Distributed)
 - B. Approve Payroll & Claim Warrants (Reviewed by Isenhardt)
 - C. Excuse McCardle & Cooney from October 11, 2012 Regular City Council Meeting
Excuse Higgins from October 2, 9, and 23, 2012 Budget Workshops
6. SPECIAL PRESENTATIONS
 - A. Manson Bay Business Association Presentation [2012-057\(1\)](#)
7. PUBLIC HEARINGS
None
8. ORDINANCES, RESOLUTIONS, OTHER ITEMS
 - A. 2012-2013 Strategic Plan Approval (Reinbold) [2012-062](#)
 - B. Woodin Avenue Bridge Consultant Selection (Van Epps) [2012-063](#)
9. MAYOR AND COUNCIL COMMENTS
10. CITY ADMINISTRATOR’S REPORT
11. RECESS ([Airport Board Meeting](#))
12. EXECUTIVE SESSION
 - A. Matters of Personnel (RCW 42.30.110(g))
13. ADJOURNMENT

City of Chelan Mission Statement

The provision of active leadership, accessible governance and opportunities for partnerships, the maintenance and preservation of existing resources/facilities/neighborhoods with a focus on community sustainability, and the delivery of cost effective municipal services of the highest quality which are responsive to the needs of Chelan’s citizens and visitors to the area.

AGENDA BILL NO. 2012-062

BUSINESS OF THE CITY COUNCIL
CHELAN, WASHINGTON

SUBJECT: Strategic Plan 2012-2013

FOR AGENDA OF: October 11, 2012
Revised:

ORIGINATOR: James Reinbold
City Administrator

DATE SUBMITTED: October 2, 2012
Revised:

EQUIPMENT
NEEDED: None

APPROVED: *J. Reinbold 10-4-2012*
City Administrator

MEETING DATE(S) AND EXHIBITS:

October 11, 2012
1. Draft 2012-2013 Strategic Plan

EXPENDITURE REQUIRED: Budget Line No.	AMOUNT BUDGETED:	APPROPRIATION REQUIRED:
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***** SUMMARY STATEMENT/ISSUES *****

On August 13 and 14, 2012 the City Council held Strategic Planning Workshops to update the City's Strategic Plan originally formulated in 2008. A review of the SWOT (Strengths, Weaknesses, Opportunities and Threats) was conducted and several changes were made to the SWOT list as well as the City's strategic issues and goals. The objectives list was adjusted due to the completion of several projects and various new projects were added. The Directors reviewed the list and prioritized each Department's projects.

Council can discuss, make adjustments with additions and/or deletions, or accept the document as it stands. The Directors have prepared their budgets with the attached draft in mind. In the future, these workshops will be held in the spring to allow for earlier budget preparation.

- Public Hearing
- Closed Record Appeal/Decision
- Recommendation from Staff
- Quasi-Judicial Matter
- Legislative Matter
- Other: _____

Suggested Motion:
I move to accept the 2012 -2013 Strategic Plan as presented.

**CITY OF CHELAN
STRATEGIC PLAN
2012 – 2013**

CITY OF CHELAN VISION STATEMENT: The expectation of the scope and quality of City government and the community we envision for the citizens of Chelan.

To preserve and improve the quality of life for the citizens of the community and for visitors to the area by achieving/creating the following:

- A vibrant, safe and attractive community;
- A diversified economy supporting new and expanding businesses, jobs creation and a vital downtown;
- The preservation of natural resources and water quality;
- A customer service orientation;
- A fiscally responsible City government;
- A commitment to maintaining existing City resources/facilities;
- The preservation of Chelan's authentic small town America feel; and
- The protection of the integrity of Chelan's existing neighborhoods.

CITY OF CHELAN MISSION STATEMENT: A description of what the City will do and how the City's vision will be achieved.

The provision of active leadership, accessible governance and opportunities for partnerships, the maintenance and preservation of existing resources/facilities/neighborhoods with a focus on community sustainability and the delivery of cost effective municipal services of the highest quality which are responsive to the needs of Chelan's citizens and visitors to the area.

CITY OF CHELAN ACTIVITIES STATEMENT: A description of the general activities and services the City will perform to achieve its mission.

The provision of quality, cost effective public services, infrastructure and facilities with a special emphasis in the area of public safety, quality of life, community sustainability, and the good stewardship of the environment. Municipal Services will be provided in a manner contributing to the well-being and vitality of Chelan's citizens and neighborhoods, the business community, the downtown and visitors to the community.

SWOT ANALYSIS – ASSESSMENT OF THE STRENGTHS, WEAKNESSES, OPPORTUNITIES AND THREATS (SWOT ANALYSIS) OF CHELAN'S CITY GOVERNMENT AND THE CHELAN COMMUNITY

The purpose of the SWOT Analysis is to identify the factors and conditions existing in the community and within Chelan's City government to which the City can build strategic responses. The SWOT represents a consolidation of the strengths, weaknesses, opportunities and threats as identified by the City Council.

STRENGTHS & OPPORTUNITIES

- Infrastructure/existing city water and sewer capacity for future needs;
- City's sound financial position created by a stable tax/revenue base, growing economy and conservative fiscal approach;
- Additional development at the Apple Blossom Center;
- Future revenues to be derived from new development at the Apple Blossom Center;
- Lake Chelan and the areas world class natural resources;
- Lake Chelan School District;
- Friendly, small town atmosphere;
- Quality health care;
- Planning efforts support protecting the water quality of Lake Chelan
- Central location;
- Strong, multi-faceted economic base including tourism, the wine industry, and agriculture;
- Lake Chelan Airport;
- Golf courses;
- Four seasons;
- Local area parks, including the opportunity to improve/enhance the City's park system and develop public access area on the lake;
- Unparalleled, award winning RV park;
- Potential for more light industry and commerce;
- Chelan area organizations;
- The number of second/vacation homes;
- Accessible local news media;
- Stable City Council working together as a unified team;
- City's recycling program;
- High community involvement in volunteerism and public/private partnerships;
- Strong emergency services;
- Strong, vibrant historic downtown core, diversity of commerce;
- Strong Downtown Master Plan;
- Lake Chelan Trails Master Plan;
- Proactive, open, receptive City Administration;
- Business friendly environment;
- City support of Link Transit;

- Low cost power;
- Five star quality of life; and
- Improving interaction between Anglo and Hispanic/Latino cultures in civic/community affairs.

WEAKNESSES & THREATS

- Lack of strong year round economic base;
- Rapidly increasing cost of labor benefits;
- Lack of communication resources and outdated systems;
- Lack of organized approach to sports events;
- Existing vehicular, pedestrian and bike traffic flow/patterns contributing to unsafe conditions and traffic congestion;
- Lack of water and sewer lines/utility delivery systems in the Lake Chelan Airport area
- Drug concerns in the Lake Chelan Valley;
- Inadequate program for disposal of yard waste;
- Commercial disposal issues at recycle center;
- Lack of curbside recycling;
- No pay it forward attitude;
- Pedestrian safety issues on the old Woodin Avenue bridge;
- No year around public restroom facilities in downtown and City park system;
- No curbside residential recycling program;
- Inadequate integrated trail system;
- Poor drainage and irrigation system at Lake Chelan Golf Course;
- Inadequate operating system at recycle center;
- Declining level of service at identified intersections;
- Limited park parking;
- Inadequate family friendly in town interurban bicycle and hiking trail;
- Lack of City entrance signs; and
- Higher than normal suicide rate in our area.

STRATEGIC ISSUES: Strategic issues are based on the SWOT Analysis and represent the identified opportunities and threats and the conditions or situations that are having the greatest impact on the City's ability to fulfill its vision and the opportunities that must be capitalized on immediately to achieve its vision.

- Continue to improve the operating efficiencies, cost effectiveness and overall management of city operations, services, facilities and resources;
- Enhance public/private partnerships and citizen involvement in several key areas of planning, economic development and community sustainability;
- Emphasize a four season economy; and
- Focus on maintaining the safety of the public in all modes of transportation; health, welfare, and security; and
- Provide for open and continuing communication within the City government, community, region, and state when applicable.

STRATEGIC GOALS AND OBJECTIVES: Strategic Goals and Objectives are the desired outcomes of addressing the City's Strategic Issues. Each Strategic Goal identified in the Strategic Plan should be a direct outcome of a specific Strategic Issue and also be directly related to the City's Vision and Mission Statements. Strategic Objectives should be stated as measureable tasks/activities to achieve the Strategic Goals. Strategic Goals and Objectives require the establishment of time frames, the identification and commitment of resources, assigned staff, budgeted funds, monitoring schedules and, where appropriate, the partners to achieve them.

STRATEGIC GOALS

- To improve the operating efficiencies, cost effectiveness and management of City operations, services, facilities and resources through budgeting of resources with input from the community, City Council, and City staff;
- To support the planning and development of programs and projects that address deficiencies and provide improvements of public/community resources, including properties, facilities, and infrastructure; and using the City of Chelan's Comprehensive Plan including the Capital Facilities Plan;
- Continue to enhance public and private partnerships and citizen involvement in community sustainability, economic development and affordable housing;
- To improve the quality of life and environment in the Lake Chelan area;

- To initiate programs and policies to protect/improve public places, facilities, infrastructure and existing neighborhoods; and
- To conduct annual retreats for reviewing the Strategic Plan, budget and selected direction of the community.

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STRATEGIC OBJECTIVES

Executive Department

1. Continue evaluating all City departments' operations to enhance operating efficiencies.
2. Monitor City projects with other departments.
3. Schedule Council strategic planning retreat in Spring of each year.
4. Continue the City employee recognition program when there is an opportunity.
5. Relocate the Chelan Public Library and building for appropriate community use.
6. Negotiate Union contract.
7. Sheriff's contract.
8. Organization development/salary classification study (to promote employee retention, recruitment, quality service, job performance and job satisfaction).
9. Partner with Port District on a Lake Chelan Valley business retention and recruitment plan and airport.
10. Continue a City Shop Local Program Policy for City – give locals opportunity.
11. Continue support to Teen Center program.
12. Continue equipment replacement program for City computers and software programs through budgeting.
13. Determine the best option for addressing City's information/technology needs and implement a task force – ongoing.
14. Evaluation of employee program.
15. Continue working with USKH on Airport Runway Extension Shift.
16. Work with City Safety Committee on Disaster Management Plan.
17. Council procedures.
18. Continue to improve the City of Chelan website.
19. East Woodin trail to Wal-Mart.
20. Continue to promote involvement of Hispanic Community in City government.

STRATEGIC OBJECTIVES

Finance Department

1. Upgrade Finance Department software program.
2. Continue to meet Washington State's Performance Audit Requirements.
3. Continue searching for and making recommendations to efficiencies in purchasing, payroll, accounts payable and customer service.
4. Expand internal audit duties to include inventory and cash drawer counts and checks.
5. Prepare and monitor budget for Mayor and Directors.

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STRATEGIC OBJECTIVES

Community Development, Planning and Building Department

1. Implement the Downtown Master Program and economic development activities through coordination and cooperation with the Chamber of Commerce, HDCA, and other organizations.
2. Adoption of the mandated Shoreline Master Program update.
3. Establish a more proactive code enforcement program with a public education component, improving code enforcement efforts in the areas of property maintenance, illegal vacation housing rentals and weed/fire abatement.
4. Emphasize multi-modal transportation planning & healthy communities as required GMA through a City wide bike plan that includes a strong safe family bicycling component that is consistent with the Downtown Master Plan and the Comprehensive Plan Pedestrian Corridor Map.
5. Develop the 2017 Comprehensive Plan update process and timeline.
6. Promote economic diversification and livable wage jobs through participation with the Warehouse Industrial Roundtable and adoption of the Warehouse Industrial zone sub-area plan and implementing regulations.

STRATEGIC OBJECTIVES

Public Works Department

1. Plan for preservation and rehabilitation of Woodin Avenue Bridge.
2. Assess/improve City's recycle program in conjunction with sustainability plan.
3. Implement Traffic Enhancement Plan – ongoing, pending funding.
4. Update Street Overlay Project Schedule.
5. Implement projects identified in Water and Sewer Comprehensive Plans.
6. Pursue options relating to water service at airport.

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STRATEGIC OBJECTIVES

Parks & Recreation Department

1. Increase staff training in current field and cross training and provide tools to perform the job safely, and efficiently.
2. Construction oversight of the Don Morse Park shoreline restoration and marina expansion project.
3. Continue to improve maintenance/condition of City parks and recreation facilities.
4. Start and complete the parks comprehensive plan.
5. Continue evaluating all department maintenance operations to enhance operating efficiencies.
6. Provide maintenance management guidelines to the leadership as to what level of service they want to achieve in parks.
7. Integrate a vehicle replacement plan into the comprehensive plan.
8. Continue to improve the City of Chelan Parks and Recreation website.
9. Continue to be the lead in in the beautification of the corner of Columbia and Johnson (Safeway Corner).
10. Develop a community focus plan business for the use of the old library building for appropriate community use.
11. Develop a comprehensive citywide tree management program and best management practices for trees in landscaped areas and developed parks.
12. Develop a strategic plan for the eventual community use of the second floor of the Masonic Temple.
13. Improve entry, directional and parking signage in parks.
14. Work with the Chelan Rotary to establish a low maintenance park in the South Chelan Neighborhood.
15. Have recycling programs installed in parks including requirements for concessionaires to comply accordingly.
16. Develop a potential revenue plan for the use of the athletic fields once the School District fields come on line.
17. Assist Public Works in planning and developing a landscape plan for the medians and bulb-outs on Johnson Avenue.
18. Assist Planning in the development of the River Walk park entrance to include a maintenance needs assessment.
19. Collaborate with the Chelan Public Trails Committee to expand recreation trails in the valley beyond City boundaries.
20. Provide a maintenance needs assessment for the operation of the Chamber parking lot and restroom operation.
21. Develop a concession plan to provide amenities such as laundry mat service, light sundries and essentials by soliciting for a RV park store and game room.