City of
Sherwood
Oregon

Home of the Tualatin River National Wildlife Refuge

RESOLUTION 2020-031

ADOPTING CITY COUNCIL GOALS AND ACTIVITIES FOR FY2020-21

WHEREAS, the Sherwood City Council historically meets early in each calendar year in a goal setting retreat to identify specific Council Goals and Activities for the upcoming year and budget process for the upcoming fiscal year; and

WHEREAS, the Council held a series of meetings on January 11, 2020 and February 29, 2020 to discuss and update their previous Council Goals and Activities that were approved by Resolution 2019-010 on January 29, 2019; and

WHEREAS, the results of these meetings are identified in the attached FY2019-20 City Council Goals document; and

WHEREAS, by approving this document by resolution, the Council is clearly identifying their priorities for the benefit of City staff to implement as well for the general public to understand the Council priorities for FY2020-21.

NOW, THEREFORE, THE CITY OF SHERWOOD RESOLVES AS FOLLOWS:

Section 1.   The Sherwood City Council approves the FY2020-21 Council Goals document, attached as Exhibit A to this Resolution.

Section 2.   This Resolution shall be effective upon its approval and adoption.

Duly passed by the City Council this 2nd of June, 2020.

Keith Mays, Mayor

Attest:

Sylvia Murphy, MMC, City Recorder

Exhibit A

FY2020-21 Sherwood City Council Goals

Mission Statement
"Provide high quality services for all residents and businesses through strong relationships and innovation in a fiscally responsible manner."

Core Values
Citizen Engagement
Community Livability
Community Partnerships
Community Pride
Fiscal Responsibility
Transparent Government
Quality Service
Forward Thinking

Overarching Goals and Projects
Goal 1: Economic Development
A. Update Economic Development Plan as part of the Comprehensive Plan Project
   Project A.1 Improve Processes to make Development Easier
   Project A.2 Create a Rapid Response Team for Priority Economic Development Projects
B. Build Infrastructure to Entice New Commercial and Industrial Development
C. Strive toward balancing our Tax Base
   Project C.1 Target Metrics for Jobs/Housing Balance
D. Pursue Annexation of Tonquin Employment Area to Open Up Financing Options for Infrastructure Funding and Construction
   Project D.1 Create Incentives for Annexation of Gap Properties in TEA

Goal 2: Infrastructure
A. Explore Recreation Center/Pool Expansion
B. Explore Future Pedestrian Connectors between Sherwood East and West
C. Continue to invest in Sherwood Broadband Utility as important infrastructure for our city
   Project C.1 Develop a Marketing Plan for Sherwood Broadband
   Project C.2 Develop a Growth Plan for Sherwood Broadband
D. Consider Urban Growth Boundary Expansion as it relates to infrastructure, school capacity and long-term community needs

Goal 3: Livability

A. Expand the Development of Senior Programs
B. Begin Steps to Provide Missing Middle Housing
C. Develop and Complete Parks and Recreation Master Plan

Goal 4: Public Safety

A. Continue to Implement Police Staffing Plan
   Project A.1 Fund Additional SRO
   Project A.2 Enhance Visibility and Use of Police Reserve Program
B. Collaborate with School District regarding Safe Routes to School
   Project B.1 Plan of September 2020 Opening for all new Schools
   Project B.2 Further Development of Safe Routes Program with School District
   Project B.3 Reassess Photo Enforcement Program near new High School and other
   intersections
C. Development of a Traffic Calming Program

Goal 5: Fiscal Responsibility

A. Pursue New Internal and External Revenue Sources
   Project A.1 Research Taxing Broadband/Franchise Fee
   Project A.2 Update various IGA's with School District

Goal 6: Citizen Engagement

A. Consider Adding Youth Advisory Board
B. Develop and Implement Improved Citizen Engagement Strategies
   Project B.1 Develop Communications Plan

Council Goal 1 – Economic Development

Project: (A.1) Improve processes to make development easier

Lead Department: Community Development - Director

Support from: Administration, Planning, Engineering, Building, Economic Development

Budget Impact: See discussion below

Start Date: **July 2020**   **End Date:**   **January 2021 and On-going**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame

Streamline permit processing	• Review permit processing and identify potential bottlenecks that City can change (some bottlenecks are out of our control)
	   o Make immediate changes if there are no financial or code related impacts
	   o If removal of bottleneck would have financial (staff) impacts or process impacts, develop a white paper for Council discussion identifying issues/tradeoffs if bottleneck were removed
		3 months
		
		N/A
		
		1-2 month

	• Present white paper to Council to get direction on which (if any) action items to carry forward	1 month for meeting; up to 3 months for changes
Utilize interns to provide project specific support to Economic Development	• Create a user guide 101 for businesses and developers • Continue to refine our marketing materials for industry	Will vary depending on resources provided

Potential Resource needs:

For action item #1 – this would be done with existing staff. While seemingly simple, it will require in-depth conversations and audits of processes and best practices. As we routinely evaluate our processes, it is likely that changes to processes that do not have a financial or code impact will be minimal. An example of a process change that could be done but that has consequences that needs to be fleshed out and fully considered is to change the code to allow processing industrial development as a Type 2 decision versus a public hearing by Planning Commission or the addition of staff to process permits (planning, building and/or engineering) more quickly.

For action item #2 – There are interns or students doing class projects that could potentially provide project specific assistance. Currently, there is a Master's student working on a project to help with the Economic development Strategy (student work expected to be complete by June 2020).

Would also utilize existing staff for graphic design work, mapping efforts

Staff recommendation/Comments:

Council Goal 1 – Economic Development

Project: (A.2) Create a Rapid Response Team process for priority Economic Development projects

Lead Department: Community Development

Support from: Administration, Finance

Budget Impact: Low - Existing Resources

Start Date: **Immediate**   **End Date: On-going**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Define what constitutes a "priority" project	• Consult with Council • Develop Guidelines	1 month
Market the existing actions taken by staff on large or complex projects as the "Red Team"	• Utilize and build off the existing teamwork that the City uses to convey to developers that we have our "top people" on their project • Ensure and empower staff to facilitate and coordinate on large and complex projects	

Potential Resource needs:

Existing staff. If we determined to truly have a dedicated priority for specific types of projects, we will need to develop clear guidelines so that staff knows which projects require "Red Team activation".

Staff recommendation/Comments:

Since the Council Goal setting on 2/29, the staff has already successfully activated the "Red Team" to coordinate with a new industrial development that had gone through land use approval but seemed to need more guidance getting through the building and engineering submittal process. We convened a meeting with all necessary departments and parties, discussed their project needs and the processes involved.

Council Goal 1 – Economic Development

Project: (C.1) Target Metrics for Jobs/Housing balance

Lead Department: Community Development – Planning

Support from: Economic Development, Finance, Administration

Budget Impact: Existing staff time allocation + some "other professional and technical service" budget for consultant assistance

Start Date: **May 2020**   **End Date:** **December 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Set target Metrics for Jobs/Housing Balance	• Research other communities in the region	2-3 months
	• Define what Jobs/Housing balance looks like – what metrics are we measuring?	
	• Evaluate what actions would be necessary to achieve different scenarios	
	• Agreement on preferred scenario by Council	
Develop monitoring and reporting mechanism of achievement towards the goal	• Develop simple report to be generated annually along with the Economic Development quarterly report to help educate community	2 weeks
Adopt targets as part of Comprehensive Plan and Sherwood West update	• Include targets as part of comprehensive plan and Sherwood West update	December 2020

Potential Resource needs:

Existing staff can do most of this in conjunction with comprehensive plan update. Staff will utilize consultant support for advisory purposes and analysis as needed (approx. $10,000 and proposed in budget).

Several City Council work sessions to ensure understanding and agreement

Staff recommendation/Comments:

This item can be accommodated fairly easily and quickly with existing staff but we will also want to have some funds allocated in professional and technical services to ensure consultation is available. It is really important that these actions are completed in a timely manner to inform future planning decisions that are on the horizon.

Council Goal 1 – Economic Development

Project: (D.1) Create incentives for annexation of "gap" properties in TEA

Lead Department: Community Development – Economic Development

Support from: Planning, Finance, Administration, and Legal

Budget Impact: Exploration of incentives would have low impact; utilizing existing staff time

Start Date: **Already Started Outreach**   **End Date:** **August 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Develop legislation approving incentives	• Develop resolution and guidance regarding potential incentives for annexation including: - Fee waivers - Assistance preparing annexation application - Deferment of City taxes to a date certain	2 months

Potential Resource needs:

Existing staff can do this. There will be budget impacts in the form of lost revenue if the incentives are utilized. There will also be budget impacts through providing assistance in the form of staff time and outside resources such as having legal descriptions prepared.

Staff recommendation/Comments:

This item can be accommodated with existing staff.

Council Goal 2 – Infrastructure

Project: (C.1) Develop a Marketing Plan for Sherwood Broadband

Lead Department: Information Technology – Broadband

Support from: Public Works, Administration

Budget Impact: $50,000

Start Date: **July 2020**   **End Date:**   **April 2021**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Select marketing and branding consultant	• Refine the statement of work • Look for consultants that have broadband experience and those that are local • Select a consultant	1-2 months
Develop the Sherwood Broadband brand	• Work with staff, consultants and community to define the Sherwood Broadband brand based on information gathered.	4 months
Develop a Marketing Strategy Plan based off the Sherwood Broadband brand	• Determine how best to communicate with potential customers • Determine what services and at what prices are appealing to customers • Develop campaigns based on geography and timing • Develop goals and track metrics	4 months

Potential Resource needs:

Existing staff and marketing consultants will do a large portion of this work. There will be some outreach to the community when developing the brand which could include surveys and/or public meetings. This would likely include a City Council work session.

Staff recommendation/Comments:

Staff is drafting an RFP to submit to marketing consultants for performing this work. This consultant will work on developing the brand and marketing plan as well as produce ongoing sales and marketing materials. Additionally, they will support the Sherwood Broadband website implementing new features including a way to allow for group signups. These support services will show up as a regular budget item and will continue in future budgets.

Council Goal 2 – Infrastructure

Project: (C.2) Develop a Growth Plan for Sherwood Broadband

Lead Department: Information Technology – Broadband

Support from: Public Works, Finance, Administration

Budget Impact: None, work done by staff

Start Date: **Fall 2020**   **End Date:**   **June 2021**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Set goals and objectives for growth	- Work with Council to answer: - how fast do we grow - where do we focus our growth - how much risk is acceptable. - What metrics do we use	2 months
Develop a funding source for growth	- Determine where funds for growth will come from: - Fund Balance - Bond / Loan - Voters - Grants	2 months
Develop policy	- Work with Council to answer the following: - Where do we focus growth - How are we fair and equitable - What are our pricing strategies - Do we build speculatively - How and when do we add staff	2 months
Council Work session	Follow up work session to go over the plan and future action items	2 weeks

Potential Resource needs:

It's expected that existing staff will do this work along with council in work sessions.

Staff recommendation/Comments:

This project should be fairly straightforward but will require some important policy decisions to be made. The details from this plan should feed nicely into the staffing goals that were outlined in the goal setting session.

Council Goal 4 – Public Safety

Project: (A.1) Fund Additional SRO as Required

Lead Department: Police

Support from: Finance, Administration

Budget Impact: Moderate to High

Start Date: **May 2020**   **End Date:**   **November 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Add two additional police officers as part of FY2020-21 Budget approval process	• Budget Committee Approval • City Council Adoption	May-June 2020
Solicit Support from Sherwood School District for an additional SRO within district		Conclude by October 1, 2020
Develop new IGA with School District for SRO program		Conclude by November 2020

Potential Resource needs:

Several City Council work sessions to ensure understanding and agreement

Staff recommendation/Comments:

Council Goal 4 – Public Safety

Project: (A.2) Enhance Visibility and Use of the Police Reserve Program

Lead Department: Police

Support from: Finance, Administration

Budget Impact: Low

Start Date: **February 2020**   **End Date:**   **Ongoing**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Recruit & Hire Qualified Candidates	• Coordinate w/HR to post recruitment • Complete Hiring Process	Completed and Ongoing
Begin Training Program	• Enroll in WCSO Reserve Academy • Continue Field Training Program	3-6 months

Potential Resource needs:

No additional resources needed outside of current budget.

Staff recommendation/Comments:

While this item is mostly complete for the first 2 Reserves, the process will continue and repeat as we add additional Reserves.

Council Goal 4 – Public Safety

Project: (B.1) Plan for September 2020 Opening of New Schools

Lead Department: Police

Support from: School District

Budget Impact: Low-Moderate (Will require some OT)

Start Date: **March 2020**   **End Date:**   **September 12, 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Begin scheduling meetings internally and with school district staff to develop plan	• Plan for internal staffing needs • Coordinate with school district	7 months
Implement plan for 1st week of school	• Focus on heavy coverage at new high & middle schools • Maintain basic coverage at elementary schools	7 months

Potential Resource needs:

This will require resources beyond our normal field force and will impact OT

Staff recommendation/Comments:

Council Goal 4 – Public Safety

Project: (B.2) Safe Routes to School

Lead Department: Community Development – Planning

Support from: Engineering, Public Works, Police, School District

Budget Impact: Staff could do one school at a time with existing resources. If multiple schools
are working on Action Plans at the same time, additional staffing would likely be
needed to ensure adequate support.

Additional budget impacts TBD after development of Action Plan.

Start Date: **Immediate**   **End Date: Ongoing**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Get School Board buy in	• Meet with Superintendent and get issue in front the School Board • Highlight the opportunities that having a Safe Routes to School Action Plan provides to the school and students: – More kids walking and riding to school – Cuts down on bus costs/needs – Healthier kids – Stronger sense of "community" – Stronger potential for outside funding of improvement to remove barriers to walking or biking	Formal request will be sent 6/1
Work with the School District to Develop a Safe Routes to School Action Plans for <u>each</u> School	• Develop Safe Routes to School Team for each school – School rep – Parent rep – City rep – Traffic safety rep – School District rep	Will vary depending on the school and interest from the school
	• Develop Action plan for School using the Safe Routes to School Action Plan template provided by ODOT – School information – Develop vision for school travel – Existing conditions for school travel – Identify key issues impacting safe walking and rolling to school	2-3 months (min) once the SRTS team has been formed

	- Identify solutions and develop a plan - Seek public input on the draft Action Plan	
Seek out funding for identified action items from Safe Routes to School Action Plan	ODOT: **Competitive Infrastructure Grants** – Next solicitation is <u>Summer 2020</u>; 40% cash match, max $2 million, project must primarily affect students at a Title 1^1 school **Project identification grants** – Next solicitation is <u>summer 2020</u>; Consultant services to assist in identifying infrastructure needs near one school or a cluster of school. Outcome would be a Safe Routes to School Plan Metro-Regional Transportation Options (RTO) grants • **Safe Routes to School** – Next solicitation 2022. Min and max funding TBD; Estimated to have $900,000 available. Other: We will continue to seek out and explore all grant opportunities that come up!	After action plan has been developed; specific requests will be dependent on location, type of project, eligibility, etc

Potential Resource needs:

Existing staff could do one school at a time with existing resources. If multiple schools are working on Action Plans at the same time, additional staffing would likely be needed to ensure adequate support.

Additional budget impacts TBD after development of Action Plan and may include: CIP projects such as new sidewalks, pedestrian crossing improvements, transportation changes, traffic control changes, and signage.

Staff recommendation/Comments:

Archer Glen has been interested and participating in some SRTS programs. This might be a good starting point but requires time commitment from the Schools to develop the Action Plan.

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[1] To qualify for Title 1, a family must meet income requirements based on the number of members in the family. **The percentage of low-income students at a Title 1 school must be at least as high as the overall percentage of the district, or the percentage must be** at least 35%. The lower number of the two is accepted. In Sherwood, the only Title 1 school is Hopkins Elementary School.

Council Goal 4 – Public Safety

Project: (B.3) Reassess Red Light Cameras for New School and other areas

Lead Department: Police

Support from: Engineering, Finance, Administration, Redflex

Budget Impact: Low – existing staff time allocation

Start Date: **February 2020**   **End Date:**   **April 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Reassess all directions of traffic at Existing Highway 99/Sunset/Kruger/Elwert Intersection	• Review Crash Data and Speed • Evaluate what additional cameras may be necessary	1 to 3 months
Assess additional intersection of T/S Road and Oregon Intersection	• Review Crash Data and Speed • Evaluate what additional cameras may be necessary	1 to 6 months
If determined to proceed, begin Implementation Process for additional cameras	• Work with Redflex and State of Oregon	6 months

Potential Resource needs:

Existing staff can do this

Staff recommendation/Comments:

This item can be accommodated fairly easily and quickly with existing staff.

Council Goal 5 – Fiscal Responsibility

Project: (A.1) Discuss Taxing Broadband/Franchise Fee

Lead Department: Administration (CM and CA)

Support from: Broadband, Finance

Budget Impact: Low (existing staff time allocation)

Start Date: **July 2020**   **End Date:**   **November 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Legal Assessment/Review	• Analyze legal options and risks • Research approaches take in other jurisdictions	1 to 2 months
Financial Impacts	• Determine financial impacts	1 month
Draft Ordinance (if needed)	• Consult with Council	

Potential Resource needs:

Existing staff can do this

Staff recommendation/Comments:

Council Goal 5 – Fiscal Responsibility

Project: (A.2) Update IGAs with School District

Lead Department: Administration (CM and CA)

Support from: Parks, Community Services-Recreation, Finance, Police

Budget Impact: Low – existing staff time allocation

Start Date: **May 2020**   **End Date:**   **October 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Negotiate revised terms with School District	IGAs cover three primary areas: landscaping/field maintenance for school properties, scheduling of recreational facilities on school property and SRO	2 to 4 months
Hold Work Session with Council, if needed		
Resolution Approval		October 2020

Potential Resource needs:

Existing staff can do this

Staff recommendation/Comments:

Council Goal 6 – Citizen Engagement

Project: (B.1) Develop Communications Plan

Lead Department: Administration

Support from: All Departments

Budget Impact: Moderate

Start Date: **July 2020**   **End Date:** **December 2020**

Initial Plan of Action:

Actions	Steps to achieve Action	Time frame
Develop Scope of Work for the Communications Plan	• Review Best Practices (Sample Plans) • Determine whether the project can be developed in-house or would benefit from outside consultant assistance	1 to 2 months
If necessary, develop RFP for consultant	• Create RFP • Solicit Proposals • Review and select Consultant	2 to 3 months
Develop Plan	• Consult with Council as needed	2 to 3 months

Potential Resource needs:

Existing staff and possible consulting assistance ($20,000 in proposed budget)

Potential City Council work sessions to ensure understanding and agreement

Staff recommendation/Comments: