



PUBLIC NOTICE

Sherwood City Council Work Session – Goal Setting

**Sherwood City Hall – Community Room
22560 SW Pine Street
Sherwood, OR 97140**

**Saturday, January 11, 2025
9:00 am**

Sherwood City Council Meeting

Date: January 11, 2025

- List of Meeting Attendees: ✓
- Request to Speak Forms: ✓
- Documents submitted at meeting: ✓

Work Session

- Goal setting work session agenda handout from SGR consultant Jeff Tyne
- “Sherwood City Council Goals 2024-2025 Update” from City Manager Craig Sheldon, Exhibit A

Sherwood City Council Meeting Date:

January 11, 2025

ATTENDANCE SHEET

NAME

ADDRESS

PHONE

City Council Goal Setting Session

Proposed Agenda

January 11, 2025

<u>Item</u>	<u>Speaker</u>	<u>Duration</u>
Opening	Mayor Rosener	10-15 minutes
Why We Are Here	Jeff	5 minutes
State of the Organization *Quick year in review *Insight and Observations *Future outlook	Craig	10-15 minutes
Quick Strategic Observations *In 1-2 minutes, answer one of the following: -What are you most excited about for Sherwood in the next 1-3 years? -What keeps you “up at night” regarding the City? -What is your highest municipal priority for the upcoming year? -Or...Answer your own strategic question!	Council	15-20 minutes
Pillar Maintenance <i>(Review and update pillars and deliverables)</i>	Jeff	2 hours
Lunch <i>(30 minutes or work through lunch?)</i>		30 minutes
Closing Observations	Mayor Rosener	5-10 minutes

SHERWOOD CITY COUNCIL

GOALS 2024-2025 UPDATE

NOVEMBER 19, 2024



1/11/2025
Date

City Council
Gov. Body

WS
Agenda Item

A
Exhibit #



City of Sherwood

- ❖ Pillar 1: Economic Development
- ❖ Pillar 2: Infrastructure
- ❖ Pillar 3: Livability & Workability
- ❖ Pillar 4: Public Safety
- ❖ Pillar 5: Fiscal Responsibility
- ❖ Pillar 6: Citizen Engagement



Pillar I: Economic Development

Deliverables

Support New Commercial and Industrial Development in Targeted Employment Areas	Smart Goals	Update
Ask Metro to include Sherwood West in the UGB	An application is being submitted to Metro for consideration of expansion of Sherwood West into the UGB	<ul style="list-style-type: none">• Application submitted; Metro staff recommended approval of Sherwood West.• Metro Council will consider the expansion during Public Hearings on November 21st and December 5th 2024.
Explore collaborations with schools on programmatic and facility partnership	Work with Sherwood School District to support the District's Career & Technically Education (CTE) and STEM programs	<ul style="list-style-type: none">• Working proactively with SSD & CTE/STEM programs on making additional connections to advanced manufacturing and other business sectors.• Participating in Industry Partnership meetings with the SSD CTE program.
Clarify infrastructure required and financial approach for targeted sites	Identify potential funding options for Ice Age Drive	<ul style="list-style-type: none">• Staff has engaged with Business Oregon for low-interest funding through the Special Public Works Fund.• Application submitted in October.
Explore financing options available to support necessary infrastructure for economic development	Consider funding options (State economic development loans) and/or incentive programs	<ul style="list-style-type: none">• Exploring opportunities for financing infrastructure for the remaining property in the TEA.• Assessing feasibility of a Local Improvement District (LID) for the interior Dahlke area.



Pillar I: Economic Development

Deliverables

Promote Strong Diverse Economic Growth Opportunities	Smart Goals	Update
Improve Development Code to promote stronger economic development	Code Audit and Stakeholder Meetings to Determine Opportunity for Improvement; Process Amendments	<ul style="list-style-type: none">• Work sessions were held on May 7th and September 17th, 2024.• Staff will review competing city codes and hold stakeholder meetings.
Identify target industries that will realistically offer diverse economy in Sherwood	The target industries list includes semiconductors/electronics, cleantech, robotics/automation, metals & machinery, aerospace, space, food & beverage manufacturing and other advanced manufacturing	<ul style="list-style-type: none">• At the work session on September 17th Council indicated their support for the list of traded sector target industries.
Marketing approaches for available property	Develop targeted marking materials either online or hard copies	<ul style="list-style-type: none">• Economic Development has worked extensively with property owners/developers to assemble site marketing materials which are regularly used to market available properties.



Pillar I: Economic Development

Deliverables

Continue Revitalization of Old Town by Exploring Tools that Encourage it's Distinctive Character	Smart Goals	Update
Complete Old Town Strategic Plan	Complete an Old Town Strategic Plan that may include: Old Town code update, vision for Cannery PUD, develop distinct branding, among others	<ul style="list-style-type: none">• The City entered into a contract with First Forty Feet.• Work sessions were held on October 1st and October 29th to seek early direction on this work.• PAC and TAC Committees established by resolution.• Stakeholder meeting held with Main Street on October 29th.



Pillar I: Economic Development

Deliverables

Encourage Balancing of Sherwood's Tax Base	Smart Goals	Update
Create annexation policies and processes to manage our growth as it relates to infrastructure, school capacity, and long-term community needs	Adopt new annexation policy in 2024 and implement on ongoing basis	<ul style="list-style-type: none">• Draft code reviewed by Council through work sessions.• Legislative update will occur in 2025.
Target Metrics for Jobs/Housing balance	Identify goals and benchmarks for ratio of commercial / industrial to residential assessed property values	<ul style="list-style-type: none">• Not started.
Bring Jobs to Sherwood that Provide Wages that Allow People to Live and Work in Sherwood	Smart Goals	Update
Undertake analysis identifying industries in Portland area with higher than median household income	Evaluate highest paying industries in region that match Sherwood's land supply. Attract companies within higher paying industries.	<ul style="list-style-type: none">• Staff prepared a report on the highest paying industries in the Metro region and presented that report during the work session on September 17th.



Pillar II: Infrastructure

Deliverables

Build Key Pedestrian Connectors	Smart Goals	Update
Between Sherwood East and West: Construct pedestrian bridge over highway 99	Substantial Completion in September 2025; Overall completion January 2026	<ul style="list-style-type: none">Construction is underway and on track for substantial completion at the end of September 2025.The first bridge section is set to be placed in February 2025.
Cedar Creek Pedestrian Wildlife Undercrossing:		<ul style="list-style-type: none">Undercrossing project is not funded.Staff is continuing to pursue grant funding.
<ul style="list-style-type: none">Update flood plain maps	Project to include adoption of new FEMA-FIRM maps in FY 25-26.	<ul style="list-style-type: none">Project started October 2024 and will take 18-24 months to complete.
<ul style="list-style-type: none">Pursue State and Federal grant opportunities	Ongoing	<ul style="list-style-type: none">Metro approved project and staff is authorized to apply for funds to design & construct the Cedar Creek Trail to SW Roy Rogers Rd.



Pillar II: Infrastructure

Deliverables

Continue to Invest in Sherwood Broadband Utility as an Important Infrastructure for Sherwood and Beyond	Smart Goals	Update
Complete Sherwood Broadband Fiber to the home build out	Benchmarks include homes passed, mainline installed, service drops installed, customers signed up and support cases.	<ul style="list-style-type: none">Completed 10th neighborhood.FTTH project is now 40% complete of single-family residential addresses.Over 3,000 homes have SBB available to them.
Develop shovel ready fiber expansion projects	Pursue grant requests with State and Federal Funding/Grants for broadband.	<ul style="list-style-type: none">Evaluating areas and looking for partners for potential BEAD grant application. The BEAD program is expected to open in the coming months.
Continue Steps to Develop New Public Works Facility	Smart Goals	Update
Identify funding sources	Pursue State and Federal Funding/Grant Opportunities	<ul style="list-style-type: none">Staff continues to investigate opportunities.
Design for Brownfields clean up project	Identify needs and funding sources for clean up	<ul style="list-style-type: none">Awarded \$5 million EPA grant.Final Work Plan was submitted to EPA in September 2024 and on track for approval in December 2024.



Pillar II: Infrastructure

Deliverables

Undertake Important Facility and Infrastructure Master Plans	Smart Goals	Update
Update 2014 Transportation Master Plan	Start October 2024 with an approximate completion date of September 2026.	<ul style="list-style-type: none">• Consultant contract awarded on 10/1/2024.• This is a two year project.
Update 2015 Water Master Plan	Start July 2026 (budget pending)	<ul style="list-style-type: none">• Not started.• Will identify deficiencies and recommended water facility improvements, estimate future water requirements, updated City's capital improvement program and evaluate City's existing water rates and SDCs
Update 2016 Storm Master Plan	Start July 2025 with approximate completion of January 2027 (budget pending)	<ul style="list-style-type: none">• Not started.• Project will begin with Sanitary Master Plan project below next FY25-26. S
Update 2016 Sanitary/Sewer Master Plan	Start July 2025 with approximate completion of January 2027 (budget pending)	<ul style="list-style-type: none">• Not started.• Project will begin with Storm Master Plan project above next FY25-26.



Pillar II: Infrastructure

Deliverables

Undertake Important Facility and Infrastructure Master Plans	Smart Goals	Update
Continue with high quality pavement condition as judged by the Pavement Condition Index (PCI) score	Maintain PCI of 80 for City streets	<ul style="list-style-type: none">• Slurry seal has been completed for the 2024/25 fiscal year.• Spring 2025 paving of Edy Road, from Terrapin to Houston.• Current Pavement Condition Index Rating (PCI) is 84
Asset Management Plans	Maintain asset plans for Parks, Facilities, and Fleet	<ul style="list-style-type: none">• Identified items to be replaced in asset management plans will be completed in 2024/25 budget.
Implementation of ADA Transition Plan Recommendations	<p>Replace 12 ADA ramps Spring 2025.</p> <p>Implement phasing of ADA Transition Plan throughout Sherwood.</p>	<ul style="list-style-type: none">• To date 11 ADA ramps have been completed with our 2024/25 street maintenance projects (Sunset Blvd/Timbrel)• 2024/25 budget allocates \$100k to upgrade ADA ramps identified in ADA transition plan.



Pillar III: Livability & Workability

Deliverables

Age Friendly Community Initiative	Smart Goals	Update
Recognition for Age friendly businesses	Work in coordination with Chamber of Commerce to identify criteria	<ul style="list-style-type: none">• Developing a "How to" workbook and an "Informational" brochure in coordination with the Chamber of Commerce
Work to Improve the Interconnectivity and Walkability of the Trail Systems	Smart Goals	Update
Construction of feeder Trail from Sherwood Blvd. to Cedar Creek Trail	Completion Summer 2024	<ul style="list-style-type: none">• Project was completed and open for public use in October 2024.
Pursue State and Federal grant opportunities	Funding for Cedar Creek Trail Phase II	<ul style="list-style-type: none">• Segments 2 & 3 have been submitted to Metro to be included on a short list of shovel-ready projects for federal funds.



Pillar III: Livability & Workability

Deliverables

Promote and Monitor Diverse Housing that will Accommodate a Wide Variety of Life Stages and Needs	Smart Goals	Update
Assess and Monitor housing diversity by type, track progress as possible	Staff to review possible ways to inventory housing types within Sherwood	<ul style="list-style-type: none">Annual housing report was shared during a work session in January 2024. A new annual report will be produced in the first quarter of 2025.
Outreach to development community to discuss industry trends	Staff will set up discussions with key developers/builders to learn about industry trends and their impact on Sherwood	<ul style="list-style-type: none">Outreach recommended prior to Master Planning Sherwood West to ensure code results in housing production.
Actively participate, as needed, with legislature and rule making communities	Continue work with lobby consultant	<ul style="list-style-type: none">Staff will actively participate in 2025 session and rulemaking for previous legislative sessions.



Pillar III: Livability & Workability

Deliverables

Invest in Community Enhancements and Art	Smart Goals	Update
Continue investments by Public Art Fund (TLT Funding)	Update Public Art Master Plan to include funding model	<ul style="list-style-type: none"> 33.33% of restricted TLT funds are dedicated to public art.
Staff to develop programs identifying and prioritizing different investments in civic art	Identify an annual art project that may include interactive arts, large art, aesthetic treatments in targeted areas (old town), arts grant program, commercial design standards, art showings	<ul style="list-style-type: none"> Artist continues work on Oregon Street Roundabout Art. Pads to be installed this month (weather depending).
Invest in Parks and Public Gathering Spaces	Smart Goals	Update
Design concepts for single-story flex building on lot in front of Arts Building	Re-evaluate Cannery PUD and Old Town Overlay	<ul style="list-style-type: none"> Engaging consultant to work on this as part of Old Town Strategic Plan.
Acquire park land in Sherwood West area	Identify appropriate land for trails, passive and active parks	<ul style="list-style-type: none"> Meeting with relators regularly to review available property and discuss strategy.



Pillar IV: Public Safety

Deliverables

Continue Police Career Cycle Planning	Smart Goals	Update
Programs to recruit and retain officers	Conduct comps and research into other agency hiring bonuses and PTO based on Law Enforcement Service for Laterals.	<ul style="list-style-type: none"> Continue outreach methods to include a variety of online job boards/creative job postings to reduce barriers to apply. Use of LinkedIn Pro for proactive recruitment and Social Media.
Collaborate with School District on Efforts that Enhance the Safety and Security of Sherwood Youth	Smart Goals	Update
Work with SSD on Safe Route to school program	Focus on crosswalk safety at Middleton Elementary School (pending funding)	<ul style="list-style-type: none"> Staff applied for grant for improvements to Sunset Blvd. Project has moved to Phase 2 for review/approval. Expect to be notified in Nov 2024. Applied for and received MISTP funding for Sherwood's share-\$38k.
Maintain successful School Resource Officer program	Continue to allocate funding share with school district for SRO's at middle school and high school	<ul style="list-style-type: none"> Met with the new Superintendent and he is supportive of our current SRO program and officer allocation: one at the middle school, and one at the high school and share elementary schools. We will work on producing educational short PSA's throughout the school year.
Enhance school safety	Assist as requested with threat assessment of school facilities and other preventative safety programs	<ul style="list-style-type: none"> SRO's work with schools on assessment along with outside agencies to help determine vulnerabilities and better response.



Pillar IV: Public Safety

Deliverables

Continue Momentum Towards Addressing Mental Health Challenges in the Community	Smart Goals	Update
Involve the community and other Government Partners in the discussion on the importance of Community Wellness and Mental Health Awareness	Utilize County resources	<ul style="list-style-type: none">• Work in progress – continue to identify best outreach methods and community partners.



Pillar IV: Public Safety

Deliverables

Encourage Pedestrian, Bicycle and Driver Safety	Smart Goals	Update
Improve safety on County owned roads in Sherwood and UGB	Develop an Action Plan with County	<ul style="list-style-type: none">• Staff participate in WCCC TAC meetings and track countywide transportation issues that impact Sherwood.
Safety improvements in school zones	Traffic Safety Committee to review and make recommendation to City Council	<ul style="list-style-type: none">• Traffic Safety Committee and Council planning joint work session is schedule on December 17, 2024.• Begin review of Archer Glen school zone.• Purchasing 2 portable speed radar signs to be installed at Sunset/Timbrel.
Enhance Overall Community Safety	Smart Goals	Update
Police Reserve Program	Reserve officers actively involved and present in community events	<ul style="list-style-type: none">• Currently have 4 reserves who ride with officers and assist as needed on calls for service.• Assist with events such as Cruisin' Sherwood, Robin Hood Festival, Home Coming Parade, Halloween in Old Town and Winter Festival.
Use available data to assess community safety	Provide and publish annual reports	<ul style="list-style-type: none">• Working on report for end of year.



Pillar V: Fiscal Responsibility

Deliverables

Pursue, Evaluate and Position the City to Maximize Available Revenue Sources	Smart Goals	Update
Pursue Federal Grants and Monies	Status of grants identified and applied for	<ul style="list-style-type: none">• Awarded \$1M from Representative Salinas.• Award documents submitted to USDA and awaiting funding agreement.• Pursuing State Homeland Grant for cameras within parks and water sites.
Pursue State Grants and Monies	Status of grants identified and applied for	<ul style="list-style-type: none">• Awarded \$45k for evidence van.• Received Notice of Intent to Award for or \$9M. Broadband Deployment Program grant application• Currently negotiating the grant agreement and awaiting funding.
Explore current and prospective revenue opportunities	Evaluate cost allocation, user fees and charges for services	<ul style="list-style-type: none">• This has not been started.



Pillar V: Fiscal Responsibility

Deliverables

Invest in Business Process Improvements to Improve Efficient Service Delivery to Sherwood Residents	Smart Goals	Update
Banking request for proposal	Evaluate potential efficiencies and costs	<ul style="list-style-type: none">This has not been started.
Invest in software enhancements	Complete Financial software upgrade and Building Department implementation (required by January 2025).	<ul style="list-style-type: none">Finance software go live got pushed back a bit due to work on the new Payroll software. CDD software project is still on track for 2025.
Evaluate transaction processing fees	Identify and evaluate city-wide processing fees and transaction policy and procedures for consistency	<ul style="list-style-type: none">In process of implementing 3% transaction fee for use of credit cards.
Organizational assessment of service delivery	Review and evaluate services for improvement and efficiency	<ul style="list-style-type: none">Organizational Assessment project is underway. Expect to be completed Spring 2025.
Identify long term suitable funding model for Library	Identify sources and develop action plan to address potential funding shortages	<ul style="list-style-type: none">The WCCLS Library Funding and Governance Evaluation Project is underway. Staff is engaged and participating.



Pillar V: Fiscal Responsibility

Deliverables

Be Transparent and Proactive in the Regular Reporting of the City's Fiscal Condition	Smart Goals	Update
Quarterly Budget Committee meetings	Revenue and Expense Updates, New Budget Items, Long-Range Forecast	<ul style="list-style-type: none">October meeting re-scheduled for December 5th.
Evaluate Open Gov to ensure its effectiveness as a tool for the City's website	Evaluate if best tool to use (return on investment)	<ul style="list-style-type: none">Current contract expires 12-31-2024. Staff is evaluating ways to eliminate software modules not currently in use.



Pillar VI: Citizen Engagement

Deliverables

Improve Effective Communication to Modernize City-Wide Interaction	Smart Goals	Update
Create new website platform and enhance social media	Implementation of new website	<ul style="list-style-type: none">Project is still on track for completion in June 2025, live testing expected to start in late March 2025.
Utilize modern communication tools (mobile surveys, text messaging) to solicit feedback from residents	Identify improvements/add-ons based on tools available with new website. Continue to refine our marketing and branding materials for industry	<ul style="list-style-type: none">New website and engagement platform will include all these modern tools.
Improve engagement and communication	Continue to refine our marketing and branding materials for industry	<ul style="list-style-type: none">Exploring options for funding communication tools and resources.



Pillar VI: Citizen Engagement

Deliverables

Promote a High Level of Customer-Centric Approach to Citizen Interaction with the City	Smart Goals	Update
Update Citizen Academy Program	Evaluate and improve Citizens Academy with the goal to bring it back in 2025	<ul style="list-style-type: none">• Currently reviewing programs and materials from other municipalities.• Reviewing options for a 2025 Fall program.
Develop a comprehensive approach to doing surveys that enable the organization to improve both the strategy and execution	Implementation of new website	<ul style="list-style-type: none">• New website and engagement platform will include modern features and tools.



Pillar VI: Citizen Engagement

Deliverables

Apply an Organizational Lens of Diversity, Equity, Inclusion and Accessibility When Offering Services and Amenities to our Citizens	Smart Goals	Update
Provide inclusive events and activities for all residents	Establish benchmark for programs, events and activities each fiscal year	<ul style="list-style-type: none">• Offer year-round programs at the Art Center, Library and the Senior Center, as well as Special Events.• Had very successful turnout for Summer programs.
Engage Youth in Local Government	Smart Goals	Update
Continue development of Youth Advisory Board	Evaluate current program and develop a strategic approach to promoting youth engagement in the Sherwood community	<ul style="list-style-type: none">• Staff are evaluating different models; hope to have a work session December 17th

Approved Minutes



Home of the Tualatin River National Wildlife Refuge

SHERWOOD CITY COUNCIL MEETING MINUTES
22560 SW Pine St., Sherwood, Or
January 11, 2025

WORK SESSION – GOAL SETTING

1. **CALL TO ORDER:** Mayor Rosener called the meeting to order at 9:10 am.
2. **COUNCIL PRESENT:** Mayor Tim Rosener, Council President Kim Young, Councilors Keith Mays, Doug Scott, Taylor Giles, Dan Standke, and Renee Brouse.
3. **STAFF PRESENT:** City Manager Craig Sheldon, Assistant City Manager Kristen Switzer, Interim City Attorney Sebastian Tapia, IT Director Brad Crawford, Finance Director David Bodway, Economic Development Manager Erik Adair, Community Development Director Eric Rutledge, HR Director Lydia McEvoy, Interim Public Works Director Rich Sattler, Police Chief Ty Hanlon, and City Recorder Sylvia Murphy.

OTHERS PRESENT: SGR consultant Jeff Tyne.

4. TOPICS:

A. Goal Setting Facilitation

Mayor Rosener recapped that Council had done a good job of setting goals and objectives and commented that he hoped that staff had appreciated the direction those goals and objectives provided. He commented that he was happy with the level of communication staff had provided Council regarding their progress and recapped that Council had been focused on economic development and Sherwood West. He stated that in the future with big projects, he would like to determine a budget upfront and plan for joint work sessions with the appropriate boards or commissions throughout the process to keep everyone on the same page. SGR consultant Jeff Tyne provided an overview of his professional experience and the goal setting work session process. City Manager Craig Sheldon provided an overview of some of the goals that were achieved during 2024. He recapped that he felt that there was a lack of consistency within the organization when it came to processes, procedures, and policies and stated certain departments needed additional resources and there was an opportunity to reorganize to provide more efficient services. He stated that processes could be more streamlined by utilizing technology, shared platforms, and commented that there was an opportunity for the utilization of AI driven data. He stated that ongoing employee training and development would provide staff with important training which would increase their performance with a good leadership team and that Council gave clear directions. He spoke on the lack of progress on the city's communication and marketing plan, the city's branding needed to be established and refined, and he wanted to move forward and hit those goals this year. He spoke on Sherwood West and the importance of operational planning, including necessary staffing resources, and ways to fund daily operations for the area. He stated he wished to discuss the utilization of Metro shared dollars. He stated that this work session would be used to create the budget and

Mayor Rosener asked that staff share a breakdown of the estimated time and effort needed to accomplish these goals so Council could prioritize the goals and projects. Mr. Tyne asked Council to outline what their priorities were for this meeting. Council outlined that they wished to: continue to deliver on Council's goals; address future funding concerns; continue to pursue outside funding opportunities; utilize technology to solve problems; address appropriate staffing levels to achieve goals; ensure Sherwood West was developed as Council and the community had envisioned; continue to monitor and address ongoing legislative issues and their impacts; focus on public safety and fiscal responsibility; ensure that the city had the right people, knowledge, and training to achieve the most desirable outcome for city projects; innovation within the development of Sherwood West; update the city's various master plans; successfully provide affordable housing while maintaining the Sherwood atmosphere; review the city's branding; review and strengthen the city's tree code and protection of Sherwood's natural resources; pursuing incentives for climate-related building funds; creation of a Climate Action Plan; purposeful and intentional use of the opioid settlement money; continued work on the revitalization of Old Town; promotion of the involvement of Sherwood youth in city government; address inflation concerns; and continue to expand Sherwood Broadband.

Mr. Tyne referred to the "Sherwood City Council Goals 2024-2025 Update" handout (see record, Exhibit A). He addressed **Pillar 1: Economic Development** and provided an overview of its five goals and associated deliverables. Discussion occurred regarding collaborations with the school district and Council commented that the city needed to continue to facilitate its work in this area and the city should look into publicizing this program in its marketing materials. Discussion regarding the deliverable of "Clarify infrastructure required and financial approach for targeted sites" occurred and staff stated that the city would continue to pursue both familiar resources and new opportunities. Mr. Tyne addressed the deliverables under "Promote Strong Diverse Economic Growth Opportunities" and Council discussed utilizing targeted zoning types, the unique opportunity the 200-acre site within Sherwood West provided, and the need for the city to be nimble in its approach. Mr. Tyne addressed the deliverables under "Continue Revitalization of Old Town by Exploring Tools that Encourage its Distinctive Character" and Council stated this project required early engagement via joint work sessions and public engagement. Discussion regarding the deliverable of "Identify target industries that will realistically offer diverse economy in Sherwood" occurred and Council chose to remove the deliverable as they felt they had addressed it. Mr. Tyne addressed the deliverables under "Encourage Balancing of Sherwood's Tax Base." Discussion about possible financial incentives occurred and staff recapped that Council directed staff to pursue non-financial incentives. Staff reported internal discussions were occurring regarding how to expedite building plan review and land use review timelines. Discussion regarding utilizing incentives, such as SDC offsets, particularly in the URA occurred. Staff asked regarding incentives and moving URA funds around for the new Public Works facility site. Mr. Tyne addressed **Pillar 2: Infrastructure** and provided an overview of the four goals and associated deliverables. Council discussed the need to retain the goal of building key pedestrian connectors as well as adding the Ice Age Trail and the Chapman Road/Highway 99W intersection to the scope of the goal. Council discussed and agreed to continue to invest in Sherwood Broadband and the pursuing of new grant opportunities. Discussion regarding the development of the new Public Works facility and the need for the facility to be large enough to service Sherwood West occurred. Staff outlined that the site had room for future expansion if it was deemed necessary. Staff reported that the site needed an additional \$2 million more in clean up funds, and stated staff would seek additional state and federal funding for the project. Staff referred to the TSP (Transportation System Plan) and reported the city had awarded a contract to update the TSP in October 2024. They explained that the pedestrian bridge project had required significant staff time, forcing the TSP update to fall several months behind schedule. Staff provided updates regarding reviewing the city's various master plans and spoke on possible necessary amendments for the plans as Sherwood West was developed. Discussion regarding the impact from the city's ADA Transition Plan on the city's pavement PCI and the need to fund maintenance first occurred. Council discussed removing the ADA Transition Plan, Asset Management Plan and the "Continue with high quality pavement condition as judged by the Pavement Condition Index (PCI)

score” deliverables as they were ongoing operations. Staff explained that the city’s PCI score, Asset Management Plan, and ADA Transition Plan would be referenced throughout the budget process via performance measures. Mr. Tyne addressed **Pillar 3: Livability and Workability** and provided an overview of the five goals and associated deliverables. Staff provided an update on Sherwood’s age-friendly initiative and discussion occurred regarding adding new goals and steps for the initiative. Council discussed potential code requirements to ensure trail interconnectivity between developments. Staff replied that there was code that required connections but was subject to caveats and could be strengthened. Council removed the “Construction of feeder Trail from Sherwood Blvd. to Cedar Creek Trail” deliverable as it had been completed. Staff provided comments regarding the promotion and monitoring of diverse housing and state law and stated that if Council chose, this deliverable could be removed as it would be captured in the budget process. Council asked for a work session to discuss the deliverable of “Outreach to development community to discuss industry trends” and spoke on build-to-rent, promoting home ownership, appropriate metrics for tracking, collaboration with community partners, and potential tools or incentives. Discussion was held regarding the desire for continued investments in community enhancements, art, parks and public gathering spaces, and expanding the use of TLT funds. Council discussed the possibility of setting up a funding mechanism and process for developing public art. Discussion regarding adding the creation of a Climate Action Plan deliverable occurred and the desire for the plan to be pragmatic and effective. Council and staff discussed CFEC (Climate-Friendly & Equitable Communities), sustainable housing, incentives, and the development of Sherwood West. Council discussed their participation in the Adopt-A-Road program and consensus was reached to no longer participate in the program. Mr. Tyne addressed **Pillar 4: Public Safety** and provided an overview of the five goals and associated deliverables. Staff provided comments regarding the city’s police career cycle planning and the need to be proactive in this area. Discussion occurred regarding the increase in public safety staffing needs and the necessity of staffing and infrastructure plans as Sherwood West was developed. Council added the goal of elevating the Traffic Safety Committee to report to Council and the desire for a Sherwood Police Department Citizens Academy. Council spoke on school district collaboration with regard to public safety and determined to expand the scope of SMART goal #1 under the deliverable and remove SMART goals #2 and #3. Discussion occurred regarding maintaining the SRO program through the budget process and the need to determine the Council liaison for the Traffic Safety Committee. Staff provided an overview of the challenges of measuring progress on addressing mental health challenges within the community. Council discussion occurred and determined that they would retain the goal in order to pursue funding sources but rework the text to provide more clarity. Discussion was held regarding the need to collaborate with the Washington County MHRT and other community and regional partners on this goal. Council reviewed the goal of “Encourage Pedestrian, Bicycle and Driver Safety” and discussed the need to review master planning and street designs for Sherwood West and the role of the Traffic Safety Committee. Mr. Tyne addressed **Pillar 5: Fiscal Responsibility** and provided an overview of the three goals and associated deliverables. Council discussed the deliverables under “Pursue, Evaluate and Position the City to Maximize Available Revenue Sources” and the possibility of creating a program similar to the “Pitch Long Beach!” program in California in which the city defined the desired outcomes and invited vendors to pitch their ideas. Council discussed utilizing drones as first responders and the necessary staff time to seek out grants. Staff provided comments regarding staff time, contract management, and the need for more resources. Staff provided comments regarding the deliverable of “Invest in Business Process Improvements to Improve Efficient Service Delivery to Sherwood Residents” and commented that adding the credit card processing fee had provided a lot of savings to the city and Council commented that this could be a city policy instead of a deliverable. Staff reported that the city was currently updating its financial software, which had not been updated since 2017 and staff spoke on the new software’s capabilities. Staff spoke on upgrading financial software and stated that there would be tradeoffs in doing so and discussion occurred. Council determined that the SMART goal of “Complete Financial software upgrade” could be removed until staff had determined that there was a need that should be addressed. Council and staff addressed the deliverable of “Evaluate Open Gov to ensure its effectiveness as a tool for the City’s website” and staff explained they were

currently evaluating its usefulness versus other available options and could be removed. Mr. Tyne addressed **Pillar 6: Citizen Engagement** and provided an overview of the four goals and associated deliverables. Council discussed the need to differentiate and/or separate “Improve engagement and communication” and “Continue to refine our marketing and branding materials for industry.” Staff spoke on the previously discussed position that would undertake improving engagement, communication, and branding and the challenges of the position’s scope. Council discussion occurred regarding the need for a separation between the ongoing marketing position, the branding project or position, and the need to prioritize branding. Staff stated that additional/outside help would be needed in order to make the rebranding project successful. Council spoke on the utilization of community engagement for rebranding. Council discussed researching additional opportunities for fulfilling legal requirements related to public noticing for development to help engage the community. Staff commented that this could be included in the job duties of the future Communications Specialist. Staff provided an update on the deliverable of “Promote a High Level of Customer-Centric Approach to Citizen Interaction with the City” and explained staff were currently looking at examples from other cities and were seeking input from the Chamber of Commerce and would present their findings to Council. Council addressed the deliverable of “Develop a comprehensive approach to doing surveys that enable the organization to improve both the strategy and execution” and stated more work was needed to determine how best to accomplish this goal. Council spoke on their desire to create meaningful metrics for “Provide inclusive events and activities for all residents.” Council provided comments regarding the need to add the process of reviewing and assessing its programs and events to determine if adjustments were necessary and staff explained that this was already occurring for Arts Center events and programs. Staff and Council discussed the need to schedule a work session to review the development of a Youth Advisory Board.

5. ADJOURN:

Mayor Rosener adjourned the work session at 12:08 pm.

Attest:



Sylvia Murphy, MMC, City Recorder



Tim Rosener, Mayor