SHERWOOD CITY COUNCIL MEETING MINUTES
22560 SW Pine St., Sherwood, Or
February 3, 2024

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, and Renee Brouse. Councilor Dan Standke was absent.

3. **STAFF PRESENT:** City Manager Pro Tem Craig Sheldon, Assistant City Manager Kristen Switzer, IT Director Brad Crawford, Finance Director David Bodway, Economic Development Manager Bruce Coleman, Community Development Director Eric Rutledge, HR Director Lydia McEvoy, and City Recorder Sylvia Murphy.

   OTHERS PRESENT: SGR consultant Jeff Tyne.

4. **TOPICS:**

A. Goal Setting Facilitation

Mayor Rosener recapped that there had been discussions regarding simplifying and consolidating several City Council goals and provided an overview of the goal setting work session process. City Manager Pro Tem Craig Sheldon stated that one of the goals of this work session was to provide staff direction about Council's goals, objectives, and projects. Staff would take that direction and create an analysis of the estimated staff time and budget to accomplish those goals and share those findings with Council. He continued that he was aware that there were several upcoming staff retirements which would impact the estimated timeline for some projects. He spoke on library funding and stated that the city needed to develop a long-term sustainability plan for the Sherwood Public Library as continued support from Washington County was not certain. He spoke on the Sherwood Police Department and stated that a funding source for the hiring of police personnel needed to be developed and suggested that a fee on a city service bill could be added. SGR consultant Jeff Tyne provided an overview of the goal setting work session process and the importance of using the SMART (specific, measurable, achievable, relevant, and timely) approach to goal setting. Councilor Giles asked if Council needed to rank the goals in terms of priority for staff and Mayor Rosener replied that prioritization was important, but some goals would be shifted to deliverables and Council would be discussing pillars, goals, and deliverables. Mr. Tyne presented the "City Council Goal Setting Session" PowerPoint presentation (see record, Exhibit A) and referred to the City Council Pillars, Goals, and Deliverables handout (see record, Exhibit B) and addressed **Pillar 1: Economic Development**. He provided an overview of the eight goals of: Promote Strong Diverse Economic Growth Opportunities; Build Infrastructure to Support New Commercial and Industrial Development; Balancing the Tax Base; Work with Metro and regional partners to bring Sherwood West land into UGB; Bring Jobs to Sherwood that provide

wages that allow people to live and work in Sherwood; Sherwood West Planning; Tonquin Employment Area; and Prioritization of Infrastructure Development Deliverables for Best ROI. He referred to Deliverable 1:1(a) Code Audit and Stakeholder Meetings to Determine Opportunity for Improvement and reported that staff had conducted industrial/commercial developer and broker tours of Sherwood West to gain input on future zoning, additional interviews were scheduled for 2024, and a work session was scheduled for April 2024. He referred to Deliverable 1:2 Create Annexation Policies & Processes to Manage our Growth Goals as it Relates to Infrastructure, School Capacity, & Long-Term Community Needs and reported that new annexation policies for Sherwood West had been drafted and shared with Council and a work session was scheduled for February 2024. Mr. Tyne referred to Deliverable 1:3 Target Metrics for Jobs/Housing Balance and reported that this was an ongoing deliverable and the city continued to strive for 45% of the assessed property value to be commercial/industrial. He reported that Deliverable 1:4 Completion and Adoption of Sherwood West Re-Look Plan was completed in July 2023. He asked if Council approved of the efforts staff had taken to address Pillar 1: Economic Development and Council signaled they approved. Assistant City Manager Kristen Switzer referred to the format of Exhibit B and explained the designations of "ongoing" and "completed" had been added to better capture work staff was completing and asked for Council feedback. Council stated they approved of the addition of the designations. Mr. Tyne asked Council to provide prioritization feedback for Pillar 1 goals and deliverables. Councilor Scott commented that he felt that there were only three distinct goals under Pillar 1, which were: Promote Strong Diverse Economic Growth Opportunities, Build Infrastructure to Support New Commercial and Industrial Development, and Balancing the Tax Base. He stated that the remaining goals were already covered by an existing goal or should be categorized as deliverables. Mayor Rosener stated he agreed with Councilor Scott's comments. He stated he would combine several of the goals into a single goal of: Build Infrastructure to Support New Commercial and Industrial Development in the Tonquin Employment Area and Sherwood West. Councilor Giles replied that he approved of doing so as long as Old Town was also included in that goal. Councilor Giles referred to the goal of balancing the tax base and diversity in businesses and commented that he often heard feedback regarding the lack of variety of the businesses located in Sherwood and referred to an email from Sherwood Main Street (see record). Discussion occurred regarding changing the goal to "city wide" instead of only the TEA and Sherwood West. Mayor Rosener clarified that he had cited the TEA and Sherwood West because those areas would need major infrastructure to be constructed, but acknowledged the need for city wide development, including Old Town. Councilor Brouse recommended changing the "Balancing the Tax Base" goal into a deliverable under "Promote Strong Diverse Economic Growth Opportunities." Councilor Scott commented that it should be considered a part of the ongoing measurable KPIs, and Councilor Brouse commented she agreed. Discussion regarding Pillar 1's goals and deliverables occurred, and Mr. Tyne put forward the goals of "Promote strong, diverse economic growth opportunities" and "Support new commercial and industrial development." Council discussed the merits of keeping the separate goal of "Balancing the tax base" or if balancing the tax base was accomplished by pursuing the other goals under Pillar 1. Councilor Scott stated that the goal of "Bring Jobs to Sherwood that Provide Wages that Allow People to Live and Work in Sherwood" should be retained under Pillar 1. Mr. Tyne recapped the new goals under Pillar 1 as: Promote Strong, Diverse Economic Growth Opportunities; Support New Commercial and Industrial Development; and Bring Jobs to Sherwood that Provide Wages that Allow People to Live and Work in Sherwood. He asked for Council feedback. Councilor Mays stated that his goal was to balance the tax base, and the way to achieve that was by building infrastructure to support new commercial and industrial development and bringing jobs to Sherwood that provided wages that allowed people to live and work in Sherwood. Mayor Rosener asked that the goal of Balancing the Tax Base be retained as it was important to show that the city was being financially responsible with taxpayer money. Mr. Tyne recapped the new goals under Pillar 1 as: Promote Strong, Diverse Economic Growth Opportunities; Support New Commercial and Industrial Development; Balancing the Tax Base; and Bring Jobs to Sherwood that Provide Wages that Allow People to Live and Work in Sherwood and asked for staff feedback. Economic Development Manager Bruce Coleman referred to the goal of Promote Strong, Diverse Economic Growth Opportunities and stated that that goal was to

create the space to allow for economic growth opportunities, and the creation of infrastructure was needed in order to attract developers. He stated that successfully executing that goal would be by observing how much development took place. Mayor Rosener asked for Mr. Coleman to develop several long-term and short-term metrics to measure progress on the goal of promoting strong, diverse economic growth opportunities. Councilor Giles referred to the goal of "Promote Strong, Diverse Economic Growth Opportunities" and spoke on business diversity and Old Town. He stated that the city needed to work to ensure there was a variety of businesses within Sherwood because the types of businesses in the city would impact the city's atmosphere. Mr. Coleman commented that both large and small businesses should be attracted to Sherwood and Mayor Rosener spoke on his desire to work to ensure that Sherwood remained viable and livable for its residents and small businesses.

Mr. Tyne addressed **Pillar 2: Infrastructure** and provided an overview of the five goals of: Build Pedestrian Connectors between Sherwood East and West; Continue to Invest in Sherwood Broadband Utility as an Important Infrastructure for Sherwood and Beyond; New Public Works Facility; Cedar Creek Pedestrian Wildlife Undercrossing; and Invest in Business Process Improvements. He asked for feedback on the deliverables under Pillar 2. Councilor Scott commented that the goals of "Build Pedestrian Connectors between Sherwood East and West" and "Cedar Creek Pedestrian Wildlife Undercrossing" should be combined into one goal. Economic Development Manager Coleman asked which pillar Ice Age Drive fit into and Council replied that Ice Age Drive would fall under Pillar 1: Economic Development. Councilor Scott commented that he felt that the infrastructure pillar should be absorbed by another pillar and discussion occurred. City Manager Pro Tem Sheldon spoke on the new Public Works facility and reported that the city was waiting for the brownfield report to come back to determine if the city could apply for a $5 million grant. He reported that the city was continuing to work with the state on potential different options for the site. Council President Young referred to Councilor Scott's comments about removing the infrastructure pillar and commented that the goal of "Building Pedestrian Connectors between Sherwood East and West" could be moved to Pillar 3: Livability and Workability and discussion occurred. Council asked for staff input. Mr. Sheldon replied that in his opinion, Pillar 2's goals and deliverables could probably be absorbed by other pillars. He explained that this goal directly influenced what Public Works staff worked on and spoke on contracts and planning. Councilor Mays commented that he preferred to keep Pillar 2 as a separate pillar because it illustrated important city projects and asked if timelines for updating the city's master plans needed to be added as a deliverable. Mr. Sheldon replied that there were several city master plans that needed to be updated to incorporate Sherwood West. Councilor Mays asked that updating the city's master plans to incorporate Sherwood West be added under Pillar 2. Mayor Rosener asked that "quality, sustainable infrastructure" language be added as a core value under Pillar 2. Councilor Scott commented that he was in favor of retaining Pillar 2. Councilor Giles asked if Pillar 2 should also include city facilities and referred to the library. Councilor Scott commented that a new Pillar 2 goal of "Update All City Master Plans" should be added. Councilor Giles referred to the Cedar Creek Undercrossing and asked if procuring funding for that project was within the timeframe scope of three years. Mayor Rosener replied that there was necessary groundwork to complete prior to trying to procure funding for the construction of the undercrossing and discussion occurred. Mr. Tyne recapped the new goals under Pillar 2 as: Establish Connectivity Between East and West Sherwood; Update Key Master Plans; Continue Progress on New Public Works Facility; and Continue to Invest in Sherwood Broadband Utility. He asked for Council and staff feedback on Pillar 2 goals. Staff signaled their agreement with the goals. Mayor Rosener referred to updating master plans and previous work session discussions with city boards and commission chairs and asked that a process be created to allow for master plans to be more easily amended without having to do a complete revision. City Manager Pro Tem Sheldon clarified that some master plans were in need of a full revision.

Mr. Tyne addressed **Pillar 3: Livability and Workability** and provided an overview of the seven goals of: Continue to Support and Enhance Senior Services; Trails and Walkability; Promote and Monitor Diverse Housing that will Accommodate a Wide Variety of Life Stages and Needs; Public Art; Mental Health and Wellness Within the Organization and the Community; Investment in Community Gathering Spaces or

Community Enhancements; and Investment in Parks (Acquire New Land for Parks and Expansion and Improvements of Current Parks). Councilor Brouse asked if the city's recent age-friendly city designation should be used for the goal of "Continue to Support and Enhance Senior Services" and discussion occurred. Councilor Scott commented that he felt that goals under this pillar did not need to be adjusted beyond adding some clarification to some of the goals. He explained that not all of the goals under this pillar were going to have specific deliverables attached to them and referred to the "Trails and Walkability" goal. Councilor Brouse commented that the goals of "Investment in Community Gathering Spaces or Community Enhancements" and "Investment in Parks" could be combined into one goal of "Investment in Community Gathering Spaces and Parks" and discussion occurred. Council President Young stated that she would retain the reference to community enhancements to help capture Councilor Giles' previous comments regarding Old Town. Councilor Scott explained that these goals applied to publicly owned land as well as the promotion of privately owned development, infrastructure, and revitalization in Sherwood. Councilor Brouse suggested the wording of "Investment in Parks, Community Gathering Spaces, or Community Enhancements" and discussion on if that phrasing was too broad occurred. Economic Development Manager Coleman asked how these goals and deliverables would be delegated to staff and City Manager Pro Tem Sheldon replied that the Senior Leadership Team would be making those decisions. Mayor Rosener referred to the "Trails and Walkability" goal and commented that the city had done a good job of creating trails within developments, but the city needed to work to create wider trail connectivity throughout the city. Mr. Tyne addressed the goal of "Public Art" and asked for Council feedback. Councilor Scott suggested that the "community enhancements" language from the "Investment in Community Gathering Spaces or Community Enhancements" goal be added to the "Public Art" goal to become a broader statement around promoting and investing in public art and community enhancements. Councilor Giles referred to the Cultural Arts Commission and murals and commented that he wanted to see more public art that would be a social media draw. Mr. Tyne recapped potential new phrasings for Pillar 3 goals as: Continue to Support Our Direction Towards Our Age-Friendly City Designation; Trails, Walkability, and Interconnectivity; Investment in Community Enhancements and Unique Art; Investment in Parks and Gathering Spaces. He referred to the goal of "Promote and Monitor Diverse Housing that will Accommodate a Wide Variety of Life Stages and Needs" and asked for Council feedback. Mayor Rosener spoke on Sherwood West and the city's aim of tracking and influencing the legislative process in Salem, Metro, and the county while also adapting and reacting to those decisions. Discussion occurred and Council President Young spoke on her experience serving on the CDBG board and affordable housing. She stated that the idea of how to bring in an affordable housing development to the city had never been discussed. Councilor Giles stated that Sherwood needed to develop affordable housing so young families could move to the city and keep Sherwood's schools full. Councilor Mays stated that if affordable housing was the goal, then the best thing to do was to zone housing with square footage limits because square footage drove prices and discussion occurred. Mayor Rosener commented that additional affordable housing discussions were needed outside of this meeting because of the impact of upcoming legislative decisions regarding infrastructure. Mr. Tyne referred to the "Mental Health and Wellness Within the Organization and the Community" goal and asked for feedback. Councilor Brouse suggested moving this goal under Pillar 4: Public Safety and Councilor Scott commented that he agreed. Councilor Mays replied that his focus for that goal was to address the mental health of city staff. Mayor Rosener referred to mental health within the community and state funding and commented that he wanted to be mindful of what the city could offer to residents. Mr. Tyne asked if Council felt that enough was being done for city employees. HR Director McEvoy replied that the city did many things to promote mental health and wellness for city employees and commented that she felt the intent of the goal was too vague. Councilor Brouse asked if there was a purpose in keeping the goal if it was only applicable internally. She commented that if the goal was moved under Pillar 4: Public Safety, then the goal could address the mental health of the community and stated that the Police Department was already engaging with the community in such a way. Councilor Scott suggested that the promotion of employee mental health should be absorbed into the city's policies and removed from Pillar 3. He continued that unless there was a deliverable to tie the goal to Pillar 4: Public

Safety, then it should be removed from the list. Mayor Rosener spoke on mental health within the community and funding sources and stated that Council and staff should be advocating at the local and regional level for more funding and discussion occurred. Councilor Mays asked regarding adding employee mental wellness into the city's policies and procedures. City Manager Pro Tem Sheldon replied that staff was currently working on adding those items to the employee manual and stated that the new employee manual would be presented at a Council work session in the spring. Assistant City Manager Switzer added that the Senior Center also offered several mental health services for seniors.

The Council recessed for a break from 10:42 am to 10:58 am.

Mr. Sheldon referred to the vacant lot near the Arts Center and the ideas of food carts or a train depot building and asked if it was possible to tie those ideas into the Old Town Overlay. Mayor Rosener spoke on his desire for the Old Town Overlay to be updated to ensure that developments adhered to a design cohesiveness and referred to flat rooftops. He added that an additional element of the Old Town Overlay project was to develop ways to partner with Sherwood Main Street in order to bring in other businesses, resources, and assets into the community. Councilor Scott commented that limiting the goal to only address the Old Town Overlay was too narrow and there was a bigger picture that needed to be captured and referred to the vacant lot near the Arts Center. He explained that the broader view had multiple components and needed to include the city-owned lots as well as the overall look and feel of Old Town. He explained that some of the elements fell under Economic Development and some elements fell under Livability and asked if these aspirations should be captured under an overarching goal or should they be broken up into deliverables under different goals. Economic Development Manager Coleman commented that a strategic plan could provide some clarity and could be utilized for Old Town. Council President Young referred to the Old Town Overlay and asked if that project would fall under the master plans work. Mr. Sheldon replied that that was an option as well as capturing the Old Town Overlay under Pillar 2: Infrastructure. Discussion occurred regarding the creation of an Old Town Strategy that would capture the Old Town development code, the city's relationship with Sherwood Main Street, city-owned properties, infrastructure, etc. Mayor Rosener added that there may need to be a reactive element in order to be able to address potential legislative outcomes.

Mr. Tyne addressed **Pillar 4: Public Safety** and provided an overview of the four goals of: Public Safety Planning; Collaborate with School District; Promote Bike and Pedestrian Safety; and Promote Driver Safety. Councilor Mays commented regarding metrics for Pillar 4 and voiced that it would be detrimental to the city to be short staffed in Public Works and the Police Department. Councilor Giles commented that appropriate succession planning was needed in order to prepare for upcoming departmental retirements and was as important as recruitment. Council discussed the need for city-wide succession planning. Councilor Brouse suggested adding "Enhance Community Safety" under Pillar 4 and commented that doing so would allow staff to pursue funding sources for community mental health programs. She stated that the PERS Workback program would also need to be addressed sooner rather than later. Councilor Scott commented that he was not in favor of adding Police Department funding sources as a goal. He stated that public safety was Sherwood's top priority and was funded before anything else. He stated that if cuts were needed, then the cuts needed to be made elsewhere. Mayor Rosener suggested combining the goals of "Promote Bike and Pedestrian Safety" and "Promote Driver Safety" into one goal and stated that he was in favor of Councilor Brouse's suggestion of adding "Enhance Community Safety." Mr. Tyne outlined the new Pillar 4 goals as: Public Safety Planning; Collaborate with School District; Promote Bike, Driver, and Pedestrian Safety; and Enhance Community Safety. He referred to funding sources and suggested that Council discuss this topic at upcoming Budget Committee meetings. Councilor Mays commented that the Police Advisory Board could be tasked with identifying potential funding sources as well as conducting a staffing review. Council commented that a Police Department staffing review had been conducted roughly six years ago and a new review was likely needed. City Manager Pro Tem Sheldon stated that he would like Police Chief Hanlon to work with the

Police Advisory Board to identify staffing needs and make a recommendation to Council. Council discussed if the Police Advisory Board should also identify funding sources. Councilor Giles commented that determining what level of police services was appropriate also needed to be decided. Council commented that they agreed but they needed more information before those decisions could be made. Mr. Tyne suggested the goal of "Undertake Staffing Deployment/Planning/Effort in Coordination with Police Advisory Board" with deliverables including "explore funding sources." Mayor Rosener stated that he understood that there were other staffing-level issues within other departments and asked that Council be provided with more data on those matters for Council consideration. Mr. Sheldon replied that that was a separate issue to consider and was something that could be addressed by an organizational development plan. He commented that the organizational development plan could be a future work session topic. Mr. Tyne addressed the "Collaborate with School District" goal and asked for Council feedback. Mayor Rosener commented that he felt that by having the goal under Pillar 4, it was constricting the collaboration to only public safety matters and he wanted it to be broader. Mr. Tyne suggested adding the goal to Pillar 6: Citizen Engagement and Mayor Rosener suggested the goal move to Pillar 3: Livability and Workability instead. Council discussed changing the wording of Pillar 4 to "Enhance Community Safety" instead of "Public Safety" and discussion occurred. Council agreed to change the language of Pillar 4 to "Community Safety." Mr. Tyne asked for additional goals under Pillar 4 and Councilor Brouse suggested "Promoting/Advocating for Community Mental Health." Councilor Scott asked regarding disaster planning and City Manager Pro Tem Sheldon replied staff had already completed some disaster planning preparedness, but more was needed and referred to the Emergency Management Coordinator position within the city. Councilor Scott asked if emergency/disaster preparedness needed to be included as a goal and discussion occurred. Mr. Sheldon commented that the weakest portion of the city's emergency management was the volunteer portion and stated that more work was needed. Council President Young asked that if disaster planning was added as a goal, were there any deliverables that could be added under it and Mr. Sheldon replied that there were several short- and long-term deliverables that could be added. Council agreed that disaster planning should be added as a goal under Pillar 4.

Mr. Tyne addressed **Pillar 5: Fiscal Responsibility** and provided an overview of the six goals of: Pursue New Internal and External Revenue Sources; Efficient Service Delivery; Facilitate Grant Readiness; Quarterly Meetings to Stay Current on Budget Expectations; Regularly Evaluate the Risks to Traditional Sources of Revenue; and Be Transparent and Proactive to Changes in Economy. He asked for Council feedback and Councilor Scott replied that some of the goals could be consolidated. He suggested that the goal of "Pursue New Internal and External Revenue Sources" and "Regularly Evaluate the Risks to Traditional Sources of Revenue" could be combined into one goal. He stated that the goal of "Facilitate Grant Readiness" was more of a deliverable under the goal of "Pursue New Internal and External Revenue Sources." Councilor Mays referred to the goal of "Quarterly Meetings to Stay Current on Budget Expectations" and asked if this was an "internal conversation" or if a consultant was needed. City Manager Pro Tem Sheldon replied that he wanted to discuss that issue with the Senior Leadership Team. He explained that he wanted a cultural assessment completed as well as a review of the current structure, operations, and processes. He outlined that much of the work would begin with staff, but an outside consultant would be needed to help guide and facilitate the process since it would be a big lift for staff to complete on their own. He continued that a similar assessment was done years ago when the city was much smaller and explained that the new assessment would need to be forward-looking and referred to Sherwood West. He explained that in addition to assessing staffing levels, it would also review development fee schedules, SDCs, etc. He stated that in his opinion, delivering efficient services meant a variety of things and would require a review of all city departments in order to deliver the services the community needed. Councilor Mays replied that he supported that idea. Councilor Scott suggested that the "Quarterly Meetings to Stay Current on Budget Expectations" be moved to the "ongoing" category" of Pillar 5. Council President Young suggested that the quarterly meetings be scheduled at the start of the year so the Budget Committee could plan accordingly. Discussion occurred and

staff replied that they would work to set the quarterly meeting schedule in advance. Mr. Tyne suggested changing the language of "Be Transparent and Proactive to Changes in Economy" to "Be Transparent and Proactive to the City's Fiscal Condition" with the quarterly meetings as a deliverable and asked for feedback. Councilor Brouse asked if the goals of "Facilitate Grant Readiness" and "Be Transparent and Proactive to Changes in Economy" could be combined into one goal and discussion occurred. Mayor Rosener spoke on the goal of "Pursue New Internal and External Revenue Sources" and the need for grant readiness. Mr. Tyne spoke on combining the goals of "Pursue New Internal and External Revenue Sources," "Facilitate Grant Readiness," and "Regularly Evaluate the Risks to "Pursue and Position..." He asked for feedback on the goal of "Efficient Service Delivery." Councilor Giles asked if departmental utilization of technology would help increase the efficiency of staff and referred to recent software upgrades in HR, business licenses, and the city's website. Discussion occurred and Mr. Sheldon outlined that the cultural assessment, current structure, and current operations review would also include ways in which to implement new technology within departments. He explained that completing these reviews was too large of a task to be done in-house. Discussion regarding how this goal touched multiple pillars occurred and Assistant City Manager Switzer asked if this was the same goal as "Invest in Business Process Improvements" under Pillar 2: Infrastructure and Council replied that it was partially related to that goal. IT Director Crawford spoke on software and the time-intensive nature of reviewing processes and identifying gaps. Mr. Tyne recapped the goals under Pillar 5 as: Pursue, Evaluate, and Position New and Internal/External Revenue Sources and Grant Readiness and Traditional Sources of Revenue; Explore Opportunities in Technology, Staffing Analysis/Organizational Structure to Improve Service Delivery; and Communicate Fiscal Situation Transparently and Regularly. Councilor Giles referred to Old Town and Sherwood Main Street and discussion occurred. Council President Young asked if Council had made it clear to staff that Council wished to explore Old Town and staff would create deliverables under the appropriate pillars. Mr. Sheldon replied that he and the Senior Leadership Team would take today's discussion and work to create appropriate deliverables and would present their suggestions to Council. He commented that the goals were achievable, but only with appropriate levels of staffing and spoke on potential budget impacts and Sherwood West and asked that Council be forward-looking with the budget. Councilor Mays referred to ROIs and remarked that if Council empowered staff to become more efficient, those investments would pay off in the long term. Mayor Rosener stated he agreed and referred to Council's policy of retaining 20% of the operating revenues in the city's ending fund balance and commented that the city could utilize the Community Investment Fund to help bridge the funding gap. Council President Young referred to securing library funding and asked if that fell under the Pillar 5 goal of "Pursue New Internal and External Revenue Sources." Councilor Scott commented it could also fall under the "Regularly Evaluate the Risks to Traditional Sources of Revenue" goal. Mr. Sheldon replied that he had wanted Council to be aware of the issue and explained that this would also allow library staff, the Library Advisory Board, and SHELF to be involved in creating a solution. Councilor Mays and Mayor Rosener stated that they were in favor of that idea and commented that doing so would encourage the city to work with other Washington County cities and create a strong voice at the county-level. Mr. Sheldon clarified that his goal was to secure ongoing operating funds for the library so the library could continue to provide important services to the community, not to fund an expansion of the library.

Mr. Tyne addressed **Pillar 6: Citizen Engagement** and provided an overview of the six goals of: A Communication Plan that is Comprehensive and Strategic to Modernize City-Wide Communication; A High Level of Customer-Centric Approach to Citizens Engaging with the City; Diversity, Equity, Inclusion, and Accessibility; Engaging with Youth; Efficient Management of Meetings for All Boards and Commissions; and Citizen Academy. He asked for Council feedback and Mayor Rosener commented that he was pleased with what had already been accomplished, but there was still much work to be done. Council discussed social media posts and the city's website and Council agreed that effective communication was key and included both social media and a website component. Council President Young stated that the city's current website was difficult to navigate, and she hoped that the new website would be more user-friendly. Council agreed

that important city information should reach residents "where they were at" and spoke on a city app. Mayor Rosener referred to utility bill payments and the goal of "A High Level of Customer-Centric Approach to Citizens Engaging with the City" and stated that he wanted to be mindful of how citizens interacted with the city by creating efficient interfaces. IT Director Crawford provided an update on the status of the creation of a website platform and reported that staff had heard presentations from several vendors and had chosen two vendors to move forward. He stated that staff would meet with Mayor Rosener and Councilor Giles soon to review the available options and would present their recommendations to Council shortly after. He reported that once a vendor was chosen, it would likely take around six months to complete the new website and commented it would include a mobile interface. Mr. Tyne asked if Council wished to retain the goals of "A Communication Plan that is Comprehensive and Strategic to Modernize City-Wide Communication" and "A High Level of Customer-Centric Approach to Citizens Engaging with the City" and Council signaled their approval. He asked for feedback on the goal of "Diversity, Equity, Inclusion, and Accessibility" and Councilor Brouse commented that the city had created a DEIA statement but had not necessarily done anything externally. Councilor Scott asked what a DEIA goal could be, and discussion occurred. Mayor Rosener commented that bringing DEIA awareness to the city's delivery of services would be a good place to start. Councilor Giles commented that in his opinion, the goal was to ensure that Sherwood residents could access city services and provided the example of the city's website needing to have screen reader capability or font modifications. Councilor Brouse stated that DEIA should be the lens by which the city provides services to residents. Council discussed the proper phrasing of the goal and decided on "Apply a DEIA Lens When Offering Citizen Access to City Services and Activities." Mayor Rosener asked that a clear facility use policy be drafted for city-owned facilities. Mr. Tyne asked for Council feedback on the goal of "Engaging with Youth" and Councilor Scott replied that he would add "review existing youth engagement activities" as a goal or deliverable. Council discussed the Youth Advisory Group and expressed that they would like to adjust some aspects of the program. Assistant City Manager Switzer suggested the goal of "Engage Youth in Local Government" and Council signaled their agreement. Councilor Giles asked that Council receive more frequent updates from the Youth Advisory Group. Mr. Tyne suggested adding a review of the Youth Advisory Group as a deliverable under the "Engage Youth in Local Government" goal. Council discussed the goal of "Efficient Management of Meetings for All Boards and Commissions" and determined that the goal could be removed from the list as it was more city policy than a Council goal. Mr. Tyne asked for feedback on the "Citizen Academy" goal and City Manager Pro Tem Sheldon reported that the current plan was to relaunch the program in fall 2024. Discussion occurred and Council voiced that they valued the relaunching of the Citizen Academy, but it was not a high priority for them. Councilor Scott asked that the entire program be overhauled prior to relaunching. Councilor Giles commented that the Citizen Academy could be incorporated into the "Engaging with Youth" goal. Councilor Brouse added that there were also community partners that could be brought in to help facilitate the Citizen Academy program. Ms. Switzer commented that other cities had leadership academies that the city could emulate. Councilor Scott suggested that staff determine the scope and goals of the Citizen Academy program and go from there and discussion occurred. Councilor Scott suggested that the meetings be recorded, edited for time, and posted online as a web series. Councilor Giles suggested that Citizen Academy participants could be given a certificate after a short quiz at the end of the program. Council President Young stated that she agreed that Council should meet to review the Citizen Academy program to determine what they wanted the new program to look like and go from there. Council signaled their agreement. Mr. Tyne recapped Pillar 6 goals as: A Communication Plan that is Comprehensive and Strategic to Modernize City-Wide Communication; A High Level of Customer-Centric Approach to Citizens Engaging with the City; Apply a DEIA Lens When Offering Citizen Access to City Services and Activities; Engage Youth in Local Government; and Citizen Academy.

Mr. Tyne asked for Council feedback on deliverables. Councilor Giles referred to the Old Town Overlay and stated that attracting the right types of businesses while also making it easier for local business owners to operate in Sherwood needed to be determined. He referred to a grant program to attract new businesses

and SDC offsets. Mr. Tyne recapped Councilor Giles' idea as "be aware of what tools you have and best practices to apply to bring out the character of..." and Councilor Giles clarified that he also wanted to know specifics about how other cities were able to attract the right types of businesses. He provided the example of staff determining the appropriate SDC offset amounts to attract a variety of businesses into Sherwood. He spoke on ROIs and commented that some businesses or projects may not have high ROIs, but they would increase local foot traffic which would benefit all local businesses. He stated that Council needed to determine the rubric that addressed the types of businesses they wanted to attract and how much Council was willing to spend to attract said businesses. Mayor Rosener stated that he approved of the strategic plan for Old Town and stated that Council needed to determine what types of businesses they wanted to promote along with identifying other programs that could assist with this goal. He spoke on the Main Street Group and explained that unfortunately, the city did not own many lots in Old Town and asked if a program should be developed to encourage Old Town landlords to think differently about their properties. He stated that he supported partnering with organizations like the Main Street Group to help understand the issues facing small businesses in Old Town and assist in drafting solutions. Councilor Scott stated that it was important to create the vision for Old Town first, which would then inform the strategy and tools used to implement that vision. He referred to a previous Old Town vision and explained that many of the buildings were not optimized for the new Old Town that a previous Council had envisioned. He voiced that the previous report stated that implementing the vision would require some buildings be demolished and new buildings be built, and that had not happened even though the report was over 15 years old. He continued that only a small amount of those buildings had been refurbished since the report was finalized and commented that the new vision needed to be adjusted and discussion occurred. Councilor Mays spoke on the need for the new vision to balance the realities of the situation and referred to property owners choosing to sell while other chose to redevelop their property or some types of businesses only being successful once there was more reliable foot traffic. He spoke on incentives and stated that it needed to be determined if the incentives were tied to the location or to the business. He provided the example of a business receiving the incentive and moving in, failing, moving out, and a new business moving into that location and asked if the new business would receive the same incentive. Councilor Scott stated he supported incentives for the redevelopment of properties to meet the vision/goal. Councilor Giles stated that he supported the creation of incentives for Old Town development, but he also wanted to create incentives throughout Sherwood and referred to retail areas near Sherwood Plaza. Councilor Mays stated that if the city was providing incentives, then development rates needed to be raised in order to recover that money. Mr. Tyne suggested creating two different deliverables to address Council's aspirations, an Old Town Strategic Plan and a small business initiative. Councilor Scott replied that both deliverables addressed Council's goals for Old Town and attracting small businesses to Sherwood. Finance Director Bodway referred to the new Economic Development and Promotion Fund and stated that these deliverables could be a part of that fund. He explained that a vision for the fund had not been developed yet and could be utilized to fund studies. Councilor Scott stated that he wanted staff to create deliverables based on this discussion and provide an estimate of necessary staff time to complete those deliverables and present their findings to Council. He stated that he wanted it to be "right sized" for staff's capacity and it was up to Council to provide staff with direction based off of staff's recommendations. Mayor Rosener asked for Councilor Brouse's thoughts and Councilor Brouse replied that she had no new deliverables to add, and she agreed with Councilor Giles' suggestions. Council President Young spoke on Old Town and the creation of a new Old Town Strategic Plan/vision and stated that she agreed with Councilor Scott's comments about staff providing Council with a report of the estimated staff time for each deliverable. Mayor Rosener spoke on Old Town and the creation of a new Old Town Strategic Plan/vision to bring in new businesses to the area. He stated that he agreed that staff needed to provide the estimated staff time for deliverables so that Council could "right size" their priorities and expectations. Council President Young asked that a deliverables master list be maintained to ensure better tracking and allow staff and Council to take advantage of possible opportunities as they arose. Councilor Giles commented that if Council added something from the master list to the list of items staff was already working on, then something else should

come off the list to help restore balance. Mayor Rosener stated he agreed. City Manager Pro Tem Sheldon referred to Deliverable 6:8 Refine Branding under Pillar 6 and asked for clarification from Council. Mayor Rosener replied that his original intent for refining the city's branding was to help with economic development. He stated that he understood that this was a large undertaking and explained that he did not necessarily expect that deliverable to be completed this year, but it was something that needed to be addressed. Councilor Brouse voiced that creating a clear message first would be helpful in better communicating the city's brand. Mayor Rosener replied that he agreed and discussion regarding Sherwood West occurred. Councilor Brouse stated that being clear and intentional about how to advertise Sherwood as a place for economic development should be decided prior to the rebranding of the city logo.

5. ADJOURN:

Mayor Rosener adjourned the work session at 1:10 pm.

Attest:

_____
Sylvia Murphy, MMC, City Recorder

_____
Kim Young, Council President