



Home of the Tualatin River National Wildlife Refuge

SHERWOOD CITY COUNCIL MEETING MINUTES

22560 SW Pine St., Sherwood, Or

Pursuant to House Bill 4212 (2020), this meeting will be conducted electronically and will be live streamed at

<https://www.youtube.com/user/CityofSherwood>

February 5, 2022

WORK SESSION – GOAL SETTING

1. **CALL TO ORDER:** Mayor Mays called the work session to order at 8:08 am.
2. **COUNCIL PRESENT:** Mayor Keith Mays, Council President Tim Rosener, Councilors Doug Scott, Kim Young, Sean Garland, Renee Brouse and Russell Griffin.
3. **STAFF PRESENT:** City Manager Keith D. Campbell, City Attorney Josh Soper, Finance Director David Bodway, Public Works Director Craig Sheldon, Police Chief Ty Hanlon, IT Director Brad Crawford, Community Services Director Kristen Switzer, Community Development Director Julia Hajduk, and City Recorder Sylvia Murphy.

OTHERS PRESENT: Consultant Mike Mowery with Strategic Government Resources.

4. TOPICS

Goal Setting Facilitation

Consultant Mike Mowery recapped the interview feedback he had received from the councilors prior to the work session and provided an overview of the goal setting work session process. Mr. Mowery shared his screen which displayed the six main goals of Council: Economic Development, Infrastructure, Livability, Public Safety, Fiscal Responsibility, and Citizen Engagement. He asked for Council feedback on the main goals. Mayor Mays commented that he had liked the staff suggestion of adding a mental health and employee wellness goal. Councilor Griffin commented that he agreed with Mayor Mays's suggestion and added that the goal of "wellness" should be added on to one of the six existing goals and provided an example of "Public Safety and Wellness" or "Livability and Wellness" to help capture more of the community and visitors to the community. Councilor Brouse commented that she was in favor of adding a goal that addressed mental health, wellness, employee-wellness, community-wellness, and stated recognition was an important goal. Council President Rosener commented that he agreed with Mayor Mays's suggestion of adding a mental health goal and suggested adding it into the Livability goal to help capture both City employees and people who work in Sherwood. Councilor Garland commented that the lens of livability for those that both work and live in Sherwood needed to be reevaluated due to the changes in the number of people working from home. He commented that adding the mental health and wellness goal was also important. Councilor Scott indicated his agreement with the other Councilor's

statements. Councilor Young commented she agreed that a mental health and wellness goal should be added and suggested that it could be added to the Livability goal. Mayor Mays stated he liked everyone's comments of adding the mental health and wellness goal to the Livability goal. Mr. Mowery recapped Council's discussion and stated that instead of making a seventh goal, adding the mental health and wellness goal to the Livability goal and suggested that when Council determined what the milestones for that goal were, to ensure that some of the milestones related to City staff, City volunteers, and some to the community at large. City Manager Keith Campbell commented that Council's discussion around the topic of mental health and wellness fit into the conversations that were happening at the staff level and felt that it would fit into the expanded vision.

Record Note: See Record, Exhibit A, (email correspondence with attachments) provided to the Council in advance of the meeting.

Mr. Mowery addressed **Goal 1: Economic Development** and listed the four milestones. He addressed the milestone of "Update Economic Development Plan as a part of the Comprehensive Plan Project" and asked for Council feedback. Councilor Griffin asked what an Economic Development Plan was exactly? Community Development Director Julia Hajduk replied that as part of the Comprehensive Plan, there was a goal of creating a thriving and diverse economy and stated that staff had updated both the economic development portion of the Comprehensive Plan and the EOA (Economic Opportunities Analysis). She added that the three projects listed under Milestone A had nothing to do with the Comprehensive Plan. Councilor Griffin commented that the Economic Development Plan should be renamed to something more accurate since it was not an individual document and was instead a part of the Comprehensive Plan. He suggested pulling the Economic Development Plan out of the Comprehensive Plan and making it its own document to prevent further confusion. He asked if the Economic Development Plan was the comprehensive plan for economic development in Sherwood? Ms. Hajduk replied that pulling out the Economic Development Plan from the Comprehensive Plan was a good idea because many of the components of the Economic Development Plan were housed in different places and compiling that information into one document called the "Economic Development Plan" was a good project. Council President Rosener commented that Milestone A's language needed to be refined because the goal of that milestone was to make Sherwood the best place to move or start a business in the state. Mr. Mowery suggested rewording the milestone to "Make Sherwood a Thriving Business Center." Mayor Mays commented regarding Economic Development and/or Infrastructure and stated staff needed to take the necessary steps to update the development code now that the Comprehensive Plan was complete, as well as prioritize what needed to be done first as a part of that process. Mr. Mowery stated he would list that under both the Economic Development and Infrastructure goals. Councilor Brouse commented that she would like to add the goals of completing the Sherwood West Relook and work with Metro and regional partners to bring Sherwood West land into the UGB for jobs. Councilor Griffin commented he agreed with Mayor Mays's comments regarding updating the development code and prioritizing projects to help generate economic growth in Sherwood. He commented he agreed with Councilor Brouse's statement of wanting to ensure that Sherwood's annexation processes were fully developed and in place as well as ensuring that the entirety of Sherwood West was developmentally mapped out by the time Sherwood West was annexed. Council President Rosener commented regarding infrastructure and investment and stated that the City had limited funds to make investments in infrastructure to attract businesses to Sherwood. He stated he would like an analysis or a prioritization of projects and areas of Sherwood that would be good places to spend the funds to make the sites "shovel ready." Mr. Mowery addressed changing the wording of Milestone A to better reflect what Council's intent was. He suggested

"Make Sherwood a Thriving Economic Center" and asked for Council feedback. Councilor Griffin suggested "Make Sherwood Accessible to Development." Community Development Director Hajduk commented the wording of "a thriving economic center" was not very clear as Sherwood already had many businesses and suggested more clarity over what types of businesses the City wanted to attract specifically. Council President Rosener stated he wanted to bring family-wage jobs to Sherwood so people could live and work in the City. Mr. Mowery asked if Council President Rosener's goal would be a sub-point under Milestone A? Council President Rosener replied that the goal was twofold, to balance the tax base and to allow people to live and work in Sherwood, all of which drove bringing companies and businesses to create those jobs and balance the tax base. Mr. Mowery asked Ms. Hajduk for suggestions on phrasing to better encapsulate the goals of Milestone A. Ms. Hajduk replied that Sherwood wanted to be a place where people could build and locate their businesses, a welcoming place, a thriving place where people expand or grow or locate businesses. Mr. Mowery changed the wording of Milestone A to, "Make Sherwood a place where people want to build or locate their business" and asked for Council feedback on the change. Councilor Brouse commented the word "diversify" should be added to Milestone A's wording. Councilor Griffin commented he preferred keeping the Milestone wordings concise and then going into more detail below them. He suggested, "Creating economic opportunity" or "Supporting economic innovation." Council President Rosener commented that he agreed with Councilor Griffin and added that he did not want the community to get the impression that the City would allow an oil refinery in Sherwood just to create jobs. Mr. Mowery suggested, "Promote strong, diverse economic growth." Council President Rosener asked Councilor Brouse to clarify her use of the term "diverse" and asked if she meant diverse industries or diverse levels of jobs? Councilor Brouse stated she wanted both of those things. Mr. Mowery addressed Project A.1 of "Create a user guide 101 for businesses and developers" and asked if Council felt that that project had been completed? Community Development Director Hajduk commented that Project A.1 had not been completed yet, but staff had implemented the "intent and spirit" of the project by making processes clearer and working with developers. She asked if an actual user guide would be helpful? Council President Rosener commented that developers knew the processes, but an entrepreneur might not, and therefore a user guide might still be helpful. Ms. Hajduk commented that a user guide can still be created and added that Economic Development Manager Bruce Coleman and the Sherwood Chamber of Commerce were working on making classes, courses, and speaking series to help entrepreneurs and businesses grow. Council President Rosener commented that a small business guide would be helpful to help connect people with information. Mr. Mowery suggested changing the wording of Project A.1 to "Create a small business guide." Councilor Griffin commented he wished to add the project of branding and marketing Sherwood in a consistent cohesive manner, and stated what was on the website should match what was in our brochures, handouts, etc. He commented that a small business guide would be helpful and that the marketing materials and documents on the website should be fully developed and consistent across all platforms. Ms. Hajduk stated they would create a small business guide and commented that a lot of information was already listed on the Community Development portion of the website. Councilor Scott commented that updating the website was necessary as some of the information was outdated and it was difficult to navigate. Mr. Mowery addressed Project A.2 of "Continue to refine our marketing materials for industry" and asked for Council feedback. Mayor Mays stated that the project needed to remain as staff was still working on it. Mr. Mowery addressed Project A.3 of "Refine Branding" and asked for Council feedback. Mayor Mays stated that that project had not been started yet and needed to remain. Community Development Director Hajduk asked for clarification on the project scope. Mayor Mays commented that the scope was a discussion that needed to be had. He commented that there could be an entire logo redesign, which he was not in favor of. Council President Rosener commented that that went hand in hand with bringing citizen engagement

and communication to be more up to date. He spoke on the City's logo and commented that the City needed a logo that was identifiable at a distance, something that the current logo lacked. Councilor Scott stated he agreed with Council President Rosener's comments about the City's logo as it did not scale well, and he was in favor of updating it. Council President Rosener commented that branding did not just cover the City's logo, it also included designing the City's communications and processes around the way citizens engaged with City services. Mr. Mowery asked for final feedback on the projects under the Economic Development goal. Council President Rosener spoke on the project of reviewing the City's annexation processes and stated he would like to include the creation of annexation criteria and processes so the City could manage and meet its growth goals. Mr. Mowery asked where the project of "prioritization of best development projects" should be housed? Community Development Director Hajduk replied that that would fit under the Infrastructure goal. Mr. Mowery asked if it should go under Economic Development or Infrastructure or both? Mayor Mays replied either one would work but felt that it fit better under Economic Development. Mr. Mowery outlined the wording for the project as, "Prioritization of infrastructure requirements for development projects for best ROI" and asked for feedback on the phrasing. Council President Rosener commented that the phrasing was fine. Mr. Mowery outlined the wording for the project as, "Bringing jobs to Sherwood that provide wages that allow people to live and work in Sherwood" and asked for feedback on the phrasing. Mayor Mays stated the phrasing was fine. Councilor Garland commented that he was happy with the phrasing and commented he was curious what the processes for annexation would look like and stated he felt it was important to do as much within the City's power to set the guidelines for future annexations. Ms. Hajduk commented that the reason Sherwood had no control over annexations was because the City had no policies in place and that it was important to have policies that allowed the City to have some discretionary review and criteria. Councilor Garland clarified that he was not looking to create policies and criteria that made annexation so prohibitive that it limited the City, but he was in favor of giving the City more power and input over annexations. Mr. Mowery addressed the milestone of, "Build infrastructure to entice new Commercial and Industrial Development" and asked if that milestone should remain listed? Council indicated that it should remain listed. Mr. Mowery addressed the milestone of, "Strive towards balancing our tax base" and asked if that milestone should remain listed? Council indicated that it should remain listed. Mr. Mowery asked if Project C1. should remain listed? Mayor Mays replied that that project was still being worked on. Mr. Mowery addressed the milestone of, "Pursue annexation of Tonquin Employment Area to open up financing options for infrastructure funding and construction" and asked if that milestone should remain listed? Mayor Mays replied that that should remain as well as Project D.1. Mr. Mowery provided an overview of the staff-suggested milestones of, "complete the Sherwood West Relook" and "work with Metro and regional partners to bring Sherwood West land into the UGB for jobs" and asked for Council feedback. Mayor Mays replied that the Sherwood West milestone should be listed because it was a project that was in process that Council wanted completed and the jobs milestone should also be listed.

Mr. Mowery addressed **Goal 2: Infrastructure** and listed the seven milestones and asked for Council feedback. He addressed Milestones A-C. Mayor Mays stated Milestones A-C were still in process. Mr. Mowery asked for Council feedback on the projects under Milestones C. Council President Rosener asked that Milestone B be broken out into two different milestones to capture the two pedestrian crossings, the pedestrian bridge at Sunset and a crossing at Cedar Creek. Mr. Mowery asked if any of the projects listed under Milestone C needed to be updated or removed? Mayor Mays stated all the projects were moving forward. Mr. Mowery addressed Milestone D. Community Development Director Hajduk replied that Milestone D had to do with Sherwood West and commented that it might be a good idea to move it to Goal 1 instead. City Manager Campbell stated that Projects C.1 and C.2 were

completed and could be removed. Mr. Mowery asked if Project C.3 should be reworded? Mayor Mays commented it should be changed to, "Continue pursuing Broadband beyond City limits." Mayor Mays asked that the item of pre-engineering some broadband projects that will be important, to be funded by either the City or through a grant application, be added to the list. IT Director Brad Crawford suggested the phrasing, "getting shovel-ready projects." Mayor Mays commented he was in favor of that phrasing. Community Development Director Hajduk commented regarding Milestone D and recommended removing "...as it relates to infrastructure, school capacity, and long-term community needs" out of Milestone D and placing it under Project A.5 so it read, "Create annexation policies and processes so that we can manage our growth goals as it relates to infrastructure, school capacity, and long-term community needs." Mayor Mays and Council President Rosener stated they approved of that rephrasing. Mayor Mays stated Milestone E had been completed. Mr. Mowery addressed Milestone F. Mayor Mays stated Milestone F was in process. Mr. Mowery addressed Milestone G and asked if it was a duplicate of Milestone C and could be removed? Mayor Mays replied that was correct. Mayor Mays asked that a milestone be added of using the Parks Master Plan to look at acquiring more land and investing in existing parks. Mayor Mays asked that a Milestone be added of, "consider and get feedback on the City constructing a single-story flex space building on the gravel lot in front of the Arts Center." He explained that the City would build it and control the building. Council President Rosener asked that language be added that specified the goal of acquiring land on the west side of Sherwood for a signature park. Councilor Garland commented he agreed that that should be added. Mr. Mowery added the milestone of, "Find land west of 99 that can be used to develop a major city park." Councilor Griffin commented he felt it was important to add staff's suggestion of, "investment in cyber security and network security" and stated he was also interested in exploring changing the software that the City utilized. Mr. Mowery asked if those items should be added? Council President Rosener replied that he agreed that both items should be included and added that the discussion about changing the City's software was a good opportunity to address citizen engagement and communication. Mr. Mowery asked for feedback on Mayor Mays's suggestion of a single-story flex space. Councilor Garland asked for clarification on the project. Mayor Mays explained that the City would construct and own the building and asked if the City were to build something, what would people want to see and how could it be used to strengthen Old Town? Councilor Griffin replied he was in favor of the idea and commented he liked the idea of the City having more control over the Old Town area as well as the City having control over the design of the building. Councilor Garland asked if that meant that the City would de-list that plot of land so that it was no longer for sale? Was the building one that the City would operate, or could someone buy it within that vision? Mayor Mays replied that ownership could pivot at any time the City chose. He stated he was in favor of controlling the design of the building so as not to block the view of the Arts Center. Councilor Brouse commented that she liked the idea in general, but cautioned that the City should be mindful of becoming a landlord. Councilor Young commented that she was in favor of the City designing the building with the option to pivot in the future. Council President Rosener commented that he liked the idea and was in favor of a smaller building that had pavilions to help create spaces during inclement weather. He commented he did not want the building to be an office space. Mr. Mowery addressed the staff suggestion of, "invest in business process improvements" and asked for Council feedback. Mayor Mays commented that those things were needed and the conversation about citizen engagement and communication needed to happen concurrently with making business process improvements. Council President Rosener commented that there could be a future need for meeting space for people who worked from home.

The Council recessed for a break from 9:30 am to 9:40 am.

Mr. Mowery addressed **Goal 3: Livability and Workability** and recapped Milestone A. Mayor Mays recapped that there had been a request from the Senior Advisory Board to make Sherwood an age friendly city and asked that the request be added to Milestone A. Councilor Brouse recapped that the Senior Advisory Board had also been discussing affordable housing for seniors and asked that that be added to the Milestone list for Goal 3. Mr. Mowery added, "Look into how to provide adequate senior housing" to the Milestone list. Council President Rosener commented it was important that Sherwood have housing that was compatible for seniors from a pricing perspective but was also compatible with the lifestyle of seniors and suggested working with developers to help them make housing decisions that were compatible with senior citizen's needs. Councilor Scott suggested the wording of, "Continue to support and enhance senior services" and "consider seeking and obtaining age friendly city certification." Council President Rosener commented he wanted more information about what the forecasted staff-time costs were for becoming an age friendly city. Councilor Scott commented that he felt that housing goals in this section should be generic and not age specific. Mr. Mowery suggested the phrasing, "housing goals in line with the Comprehensive Plan housing section" and asked for Council feedback. Council President Rosener commented he felt that seniors needed to be specifically called out because it was not just about affordability and commented that developers were not currently incentivized to build single-story homes or cottage clusters because they could make more money building multi-storied homes. Mr. Mowery suggested the phrasing, "continue to provide missing middle housing in alignment with the Comprehensive Plan" and asked for Council feedback. Mayor Mays commented "Comprehensive Plan implementation" should be used instead. Community Development Director Hajduk commented that the staff-suggested milestone of, "implement and monitor middle housing; track progress and issues; actively participate, as needed, with legislature and rule-making committees if changes are discussed or needed" could incorporate what Council wanted. She commented that it was a multifaceted goal with the idea being that the City implement their middle housing plan but also track its effectiveness and potentially advocate for modifications. Councilor Young stated she liked Ms. Hajduk's phrasing and commented she did not like use of the word "provide" in the original milestone wording. Councilor Brouse commented she also liked Ms. Hajduk's phrasing as it was comprehensive but was concerned because there was a distinct difference between senior housing compatibility and middle housing. Mr. Mowery suggested using, "...implement and monitor middle housing and senior housing" instead. City Manager Campbell suggested using "diverse housing" in place of "middle housing." Councilor Brouse commented that she felt that using "diverse" was a good compromise as long as the term "diverse" was defined and included seniors in its definition. Councilor Scott suggested, "Diverse housing stock that will accommodate a wide variety of life stages and needs in line with the Comprehensive Plan." Council President Rosener and Councilor Brouse commented that they liked that phrasing. Mr. Mowery outlined the rephrased milestone as, "Implement and monitor diverse housing that will accommodate a wide variety of life stages and needs in alignment with the Comprehensive Plan; track progress and issues; actively participate, as needed, with legislature and rule-making committees if changes are discussed or needed." Council President Rosener asked that "promote" be used in place of "implement." Mr. Mowery changed the wording to read, "Promote and monitor..." Mr. Mowery asked for final Council feedback. Council signaled they were happy with the phrasing. Mayor Mays commented regarding Milestone E and stated he wished to expand the milestone to include a goal to put public art in two roundabouts and suggested brass/bronze statues. Councilor Young asked if they wanted to stipulate that the two pieces of public art had to be located in roundabouts? Mayor Mays expressed that he was open to other locations, but he wanted to utilize Sherwood's public art program. Mr. Mowery asked for suggestions on milestones for the new goal of "Workability" and read aloud the three staff suggestions of: programs and training for employee wellness, employee recognition and appreciation programs, and programs to encourage innovation and creative

solutions and ideas. Mayor Mays stated those should be added to the milestone list. Mr. Mowery asked if the rest of Council agreed. Council signaled their agreement. City Manager Campbell commented that he would like to expand the milestone to also include livability and workability to capture the community as a whole. Mr. Mowery asked if that should be a separate milestone or could it be included with the City staff-focused milestone? Council President Rosener and Councilor Young commented that it should be a separate milestone. Councilor Brouse suggested the phrase “community wellness” or “community mental health wellness” or “awareness.” Councilor Garland asked how involved the Council wanted to be on this milestone or how much money would be put towards this type of program? He explained that he was in favor of the program, but he was aware that the City had limited resources to put towards this type of project. Council President Rosener commented that he felt it was important to recognize this issue, but the details of the program needed to be worked out further. Councilor Brouse commented that the conversation about the program should include community members to help shape what the activities, programs or services looked like. She added that she would also like to include the Sherwood School District in those discussions. Mr. Mowery suggested the phrasing, “Involve the community and other government partners in discussions on the importance of community wellness and mental health awareness” and asked for Council feedback. Councilor Griffin commented that he felt that City staff wellness should be the priority because employees who were not valued and appreciated could not provide services to the community. Councilor Garland commented that he agreed with Councilor Brouse’s comments regarding getting the community involved in the conversation around wellness. He commented that he would like to see more community-wide events and explained that the community-wide events did not have to be expensive and suggested a “Popsicles for Kids in the Park” event. Council President Rosener commented that he liked the staff-suggested list of wellness milestones and would like to add them to the milestone list. Mayor Mays asked that “City volunteer” be added in addition to employees in the recognition and appreciation milestone.

Mr. Mowery addressed **Goal 4: Public Safety** and recapped Milestone A. City Manager Campbell stated that staff had indicated that Projects B.1, C.1, and C.2 had all been completed and could be removed. Council President Rosener commented regarding Goal 3: Livability and Wellness and stated he wanted to make sure that the City re-implemented programs that had been paused due to the pandemic. Councilor Brouse commented regarding the workforce shortage and police force shortage and asked that the City implement an on-going openings program and a work back program. Police Chief Ty Hanlon replied that there were many openings and it was a national challenge. He commented he felt it was a matter of being creative and innovative in how the City would attract and retain new employees. Councilor Young commented she agreed with Councilor Brouse’s comments regarding a work back program. Councilor Brouse suggested removing the Safe Routes to School milestone from the list because she was not sure there was enough time or energy to work on that milestone. Council President Rosener asked that the Safe Routes to School milestone be left in. Mr. Mowery asked for suggestions on how to rephrase Milestone A. Council President Rosener suggested, “Develop and provide programs to retain and gain police officers” and commented it was about making Sherwood the best place to work for the applicants. He commented that the timeline from recruiting to start date needed to be brief. Council President Rosener commented that this should also include an advocacy component in Salem to address some of the BOLI issues that the City faced. Mr. Mowery asked for Council feedback on Milestone C. Mayor Mays and Councilor Young recapped the current status of the milestone. Councilor Scott suggested removing the milestone. Mayor Mays stated he was fine with removing that milestone but wanted to add a milestone of reducing the speed limit in Old Town to 20 mph and suggested that the Traffic Safety Committee could recommend other roads in Sherwood that needed to have their speeds

reduced. Council President Rosener commented he felt that there were streets in residential areas that also needed to be reduced to 20 mph and suggested that the Traffic Safety Committee take that project on. Mr. Mowery added the milestone of, "Ask the Traffic Safety Committee to give recommendations on where speed limits need to be reduced." Councilor Scott commented that Milestone C should not be included as the Traffic Safety Committee had been created and was operational and added that he liked the suggested milestone of asking the Traffic Safety Committee for recommendations. Councilor Garland commented he would like to add a milestone that included a review of Sherwood's streets and sidewalks for bike and pedestrian safety that included a discussion about continuous sidewalks. Mayor Mays commented that residents were already paying for sidewalk repair in their utility bill, so it was important that sidewalk improvements continued to be made to sidewalks, paths, and bike routes. Council President Rosener commented that when the City was designing new roads, it was also important to keep these ideas in mind instead of just traffic flow. Councilor Scott commented he agreed with the other Councilor's comments, but he questioned whether they belonged in the Council Goals document. He explained that to him, Council Goals were new ideas or items that the City would establish and focus on. Mr. Mowery asked Council if they wished to remove those items or leave them in? Mayor Mays stated he was fine with either option and commented that City staff did a good job with new development when it came to pedestrian issues. Mr. Mowery stated he would leave the milestone in place.

Mr. Mowery addressed **Goal 5: Fiscal Responsibility**. City Manager Campbell commented that Milestone B of, "Organizational assessment in order to develop and maintain efficient service delivery" had been completed and could be removed unless Council felt it needed more work. Councilor Griffin asked if the final document for Milestone B had been sent to Council? City Manager Campbell asked present staff if that document had been sent to Council? Community Services Director Kristen Switzer replied that that milestone was related to the Police Department and commented it had not been completed as a city-wide milestone. Councilor Griffin recapped that Finance Director David Bodway had previously suggested looking into new software for Finance as well as new infrastructure in terms of City software and commented that he had thought that the analysis had been completed and had staff recommendations on what was needed. Finance Director Bodway commented that Councilor Griffin was correct and stated that the milestone of "maintain efficient service delivery" was the new ERP financial system. He explained that it had not been completed for the Finance Department but had maybe been completed in other departments. He explained that reviewing software programs was a long process that would take approximately 1-2 years to complete. City Manager Campbell commented that it sounded like Milestone B was not completed and should be marked down as in progress. Mr. Mowery asked if Milestone A was ongoing? Mr. Campbell replied that Milestone A was an ongoing milestone. Council President Rosener commented that replacing an ERP system was a huge organizational lift and could be incredibly distracting. He commented on Milestone A and explained that the milestone was not about asking voters for more money, it was about making sure that the City was putting itself in a position to win federal and state grants and MSTIP projects. Mayor Mays explained that the taxes paid by residents that went to other agencies made Sherwood a "donor city" and therefore a fraction of those funds were returned to the City that the City then paid to other entities. Councilor Young asked if Project A.1 of "Update various IGAs with the school district" was needed any longer? Mayor Mays replied that it could be removed. Councilor Brouse stated that she liked the staff-suggestion of "Banking RFP (reduce fees and charges)" and commented it was a great idea. Mr. Mowery asked if Council wished to add it to the milestone list? Council signaled their agreement.

Mr. Mowery addressed **Goal 6: Citizen Engagement**. Mayor Mays commented that none of the milestones had been completed and asked if any of the milestones should be removed, added, or revised? Councilor Brouse commented she wanted to keep all the existing milestones and commented that some of the staff-suggested milestones should be added to the list. Mayor Mays stated he agreed and commented he wished to restart the annual City Survey to better understand what the community thinks. Councilor Brouse spoke on Project D.1 and stated that she and Councilor Garland had put together and shared a potential DEIA statement, which they would soon revise based on the feedback they had received. Councilor Garland commented that the City already had quite a few resources to pull from on this topic as well as other city's DEIA statements to use as guidelines. He remarked that Project D.2 would be the more challenging project to complete and explained that the DEIA statement needed to be a part of every decision the City made. Mr. Mowery asked if Council wanted to follow the staff-suggestion of moving Economic Project A.2 and A.3 to Citizen Engagement instead? City Manager Campbell commented that this was suggested because by moving the projects to the broad goal of Citizen Engagement, and completing those projects, economic development would follow. Mr. Mowery asked Council if they wished to move the projects to Citizen Engagement? Council signaled their agreement. Council President Rosener commented regarding Goal 6 and stated that he felt that citizen engagement was broader than how the City communicated with its citizens and included how citizens engaged with the City. He stated that the City needed to be consistent in how it engaged and communicated with citizens across all departments and services. He suggested a vision statement to clarify how the City engaged with its citizens. He asked Council for their thoughts? Councilor Scott and Mayor Mays stated they agreed. Mayor Mays commented that the City needed to consider making a policy for its boards and commissions that addressed the hours the board operated. He commented that meetings that ran over six hours were not healthy for anyone and asked that the City look into tools or ways to minimize overly long public meetings. He suggested the phrasing, "Consider tools and policies for boards and commissions and how they manage what they do." Councilor Garland commented that the State of Oregon had implemented wellness policies for their meetings to help create a better work life balance. He stated that it was important that the City have a time limit policy in place for boards and committees that respected the fact that board members were volunteers who had other life responsibilities to attend to in addition to their serving on a board or commission. Mr. Mowery asked if that milestone fit under Community Engagement or Livability and Wellness or both? Councilor Brouse commented that the new policy would fit in well under Livability and Wellness with the wellness component for staff and volunteers. Mayor Mays commented that Councilor Brouse had a good point, but he would leave it under Citizen Engagement because it concerned staff, volunteers, and the community at large.

Mr. Mowery asked City Manager Campbell if he had received enough feedback and guidance to move forward? Mr. Campbell replied that he planned to continue to wordsmith and have further discussions with staff. He asked if the present staff had any clarifying questions to ask Council? Staff replied that they did not have any further questions. Mayor Mays stated that he would like City Manager Campbell and staff to outline what they felt was achievable with the time and resources available and on what timeline could it be accomplished. Mr. Mowery commented it was important that Council work together and communicate frequently with staff on these goals going forward. Councilor Scott commented that he would rather do fewer things to completion than more things halfway. Mr. Mowery asked if Council wished to prioritize the list at this meeting or let staff take the information from this meeting and come back at a later work session with more details about time and costs estimates? Council President Rosener commented that some of the items were aspirational and did not have projects attached to them yet, and

stated he preferred allowing staff to take the information and come back at a later work session to prioritize projects. Mayor Mays and Councilor Brouse commented they agreed with Council President Rosener. Mr. Mowery outlined the next steps and stated he would refine the document and then forward the document to City Manager Campbell for further Council discussion. Mr. Mowery asked for final feedback from Council. Councilor Brouse commented that she felt that the goal setting sessions were valuable as well as having the staff-suggested goals provided to Council. Councilor Young commented she liked the goal setting process and liked receiving the Council Goals document with updated statuses prior to the work session as well as having the staff-suggested goals for Council to consider. She commented that she had concerns about the Citizen Engagement goal and commented that it seemed like there was a lot of items listed, but nothing had been accomplished yet and she hoped to start work on some of those projects. Councilor Griffin commented he also felt that it was beneficial to get staff's recommendations in advance and stated he would also like to hear staff's thoughts on the new goals and projects. He commented he agreed with Councilor Young's comments around the Citizen Engagement goal and Councilor Scott's comments about doing fewer projects to completion rather than many projects only halfway. Councilor Young asked that when staff reviewed the projects, that they designate what they feel they could accomplish in the short term and midterm. Councilor Garland commented the he liked the goal setting process and felt it was valuable. He commented he was glad that both Council and the City were raising awareness of the importance of mental health and trying to have a positive impact on the City that was not just financially related, and it was an important goal to have and promote. Council President Rosener thanked Mr. Mowery and City staff for getting the information out to Council prior to the meeting and also for their input. He commented regarding the Community Engagement goal and stated it was important to first create a framework for how the City wanted to engage with the community and how citizens engaged with the City. He stated this would inform all other aspects of the Citizen Engagement goal. He recommended having a high-level of focus at first and suggested City Manager Campbell hire a consulting firm to assist with that project. City Manager Campbell thanked the senior leadership team for their work putting together the Council Goals document and their suggestions. He thanked Council for their direction and feedback. Councilor Brouse commented regarding the Sherwood Police Department's use of social media and commented that City Manager Campbell may want to consider hiring a social media consultant to assist the City with its social media presence. Mayor Mays thanked Mr. Mowery, Council, and the senior leadership team for attending the work session. He thanked City staff for their preparation prior to the meeting and all City boards and commissions for their SWOT reports. He stated he would also like to know staff's analysis of what projects could be accomplished in the short, mid, and long-term. He stated that Sherwood was a great community because of the work that City staff, volunteers, Councilors, and community members did.

5. ADJOURN

Mayor Mays adjourned the work session at 11:03 am.

Attest:


Sylvia Murphy, MMC, City Recorder


Keith Mays, Mayor