



City Council Goal-Setting Meeting Agenda

Saturday, January 14, 2023

9:00 A.M. – 3:00 P.M.

REVISED 01/12/2023

Welcome! The public is strongly encouraged to participate remotely but there is seating in the training room for those who are not able to participate remotely. However, if you are not feeling well, please stay home and take care of yourself.

CITY COUNCIL GOAL-SETTING MEETING:

You may join online via Zoom Meeting:

<https://mcminnvilleoregon.zoom.us/j/84388444011?pwd=dTBoOHZnU05aNTZNSmFTbVFfaWEVZUT09>

Zoom ID: 843 8844 4011

Zoom Password: 518474

Or you can call in and listen via zoom: 1-253- 215- 8782

ID: 843 8844 4011

9:00 AM –COUNCIL GOAL-SETTING MEETING – VIA ZOOM A AND SEATING AT PD TRAINING ROOM

1. CALL TO ORDER & ROLL CALL
2. PLEDGE OF ALLEGIANCE
3. GOAL SETTING WITH SCOTT DADSON OF MID-WILLAMETTE VALLEY COUNCIL OF GOVERNMENT (MWCOCG)

A. Agenda

- a. Introductions
- b. Ground Rules for the day
- c. Why did you run for Council/Mayor
- d. Goal Setting Overview

B. Ground Rules

- a. Maintain a positive attitude
- b. Treat all participants with respect
- c. Contribute ideas
- d. Avoid being defensive about your own ideas
- e. Be clear and brief; don't dominate
- f. Listen as an ally to other ideas in order to understand
- g. Resist the temptation to put words into another person's mouth

- h. Ask for clarification
- i. Avoid interrupting

- j. State concerns openly
- k. Make commitments
- l. Avoid side conversations

C. Getting to Know Each Other

- a. Why did you run for City Council/Mayor?
- b. What are your top three personal goals for the City during your term in office?

D. Goals and Objectives

- o Simple Rules
- o Goals and objectives should always begin with the word “To.”
- o In the public sector, goals seek to increase, decrease or maintain something. (If other words follow “To” it is an action or strategy.)
- o Goals answer the critical questions:
 - “What must be reduced?”
 - “What must be increased?”
 - “What standard do we wish to maintain?”
- o Goals normally cover 3 to 5 years but can be projected to as many as 20 years
- o Objectives are almost always annual and tell what will be accomplished this during a specific fiscal year
- o Goals are quantifiable and do not normally contain numbers or percentages
 - If you are asked in five years if you increased, decreased or maintained something, you should be able to answer yes or no
- o Objectives are measurable and time specific
 - Objectives will tell by how much the goal was achieved each year.

E. SMART Goals

SMART Criteria Specific

Provide a precise outcome or accomplishment Measurable

Establish concrete criteria for measuring progress
Achievable

With a reasonable amount of effort and application, can the objective be achieved? A goal can be both high and achievable

Relevant

Goal relevant to the needs of the city and its citizens

Time-Based

Projected timelines, dates of achievement and accomplishment

4. ADJOURNMENT OF GOAL-SETTING MEETING

January 12, 2023

To: City Council, City of McMinnville

From: Scott Dadson, MWVCOG

Re: Update on Goals and Objectives

Please find attached, updates by the Staff of the City of McMinnville regarding the Goals and the overarching mission-critical strategic initiatives from Mac-Town 2032, the City’s strategic plan. Specifically, the updates are City Staffs’ work over the past year as well as Council’s attention for the past calendar year of 2022. The attached represents City Staffs status of work done to date on these matters.

As you read through the updates, it will be important to understand what you are reading. First line is the Goal itself, for example, “City Government Capacity.” The second line will be an objective such as “Develop Internal and External Communications Strategies.” The next line (the third line) then represents the Councils 2021 Priorities such as “Develop and Implement Branding Project.” After this are the staff responses. The staff responses are focused on the actions to date and then the next line after that will be the percentage to which the action has been taken to, for example 10% or 90%.

Example:

1.	City Gov Capacity	The Goal
2.	Dev Internal and External Comm Strategies	The Objective
3.	Develop and implement Branding Project	Councils 2021 Priority
4.	Person Hired; person in placed	Staffs Action
5.	100	Percentage Completed

There may be an additional comment from staff as to status, impediments, next steps. These lines would follow the status of the action itself. The Report is further divided by City Service Divisions, to include Communication, Library, Finance, Municipal Court, Fire, PW, Parks and Rec, and Community Development. These Divisions are noted at the top of the Goal. The responses to goals include actions by, in many cases, more than one department, so the heading is a guide as to which department took an action.

At the end of the Staff Goal Report, are the original McMinnville Council Goals, Objectives and priorities for reference.

McMinnville Staff Goal Report

G and Communication

1. City Gov Capacity
 2. Dev Internal and External Comm Strategies
 3. Develop and implement Branding Project
 4. Person Hired; person in placed
 5. 100
-
1. City Gov Capacity
 2. Dev Internal and External Comm Strategies
 3. Develop and Implement a goal setting process for 2022 goals that is fully informed by financial realities
 4. Branding Project: Website
 5. 100

G and O Status Library

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Develop and Implement a goal setting process for 2022 goals that is fully informed by financial realities
4. The work done this year with Councilors, staff, and the budget committee in regards to education and information puts us in the greatest place of understand the financial realities since 2013 (I use this date as it is when I joined the Executive Team
5. 100

G and O Finance and Muni Court

1. City Gov Capacity
 2. Dev Internal and External Comm Strategies
 3. Develop & Implement a goal setting process for 2022 goals that is fully informed by financial realities
 4. To the extent that core services work is goal setting, have been efforts to put price tags to increasing capacity. Highest priority add packages were a part of FY23 and will be part of FY24 budget process
 5. 25%
 6. opportunity cost to establishing process for how to assure financial realities inform goal setting process (not just finance)
-
1. City Gov Capacity
 2. Dev Internal and External Comm Strategies
 3. Develop & Implement a goal setting process for 2022 goals that is fully informed by financial realities

McMinnville Staff Goal Report

4. ARPA funding for financial forecasting software was green lit. Almost complete contracting process
5. 10%
6. 6k/year carrying cost + investment of staff time to stand it up
7. Ready to use for FY25 budget process. Hope to be able to use for some scenario analysis in mean time but incorporating it into FY24 budget process is not likely given competing priorities

G and Communication

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Implement quarterly progress review against goal scorecards and financial performance
4. Leadership - Mtg. Start in January/Qtr.

G and O Finance and Muni Court

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Implement quarterly progress review against goal scorecards and financial performance
4. Developing a financial packet/financial dashboard is on "the list"
5. 0%
6. opportunity cost - haven't had staffing capacity but internal finance department re-org may allow us to develop a basic financial package in next year. Have looked at budget/financial transparency packages over last 18 months - 35-50k+ carrying cost. Was proposed but did not move forward for ARPA funding

G and Communication

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Hold a minimum of four City Council Level 10 meetings to improve organizational effectiveness
4. Newsletter weekly
5. 100

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Implement City Council quarterly team development opportunities outside of Council meetings
4. Quarterly employment newsletter
5. 100

McMinnville Staff Goal Report

G and O Status Library

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Implement City Council quarterly team development opportunities outside of Council meetings
4. DEI training, participation in community events such as Summer Fun at the Farmer's Market
5. 100

G and Communication

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Maintenance of a current and effect City Council Master Issues List
4. Web page
5. 100

G and O Status Library

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Maintenance of a current and effect City Council Master Issues List
4. Web page
5. 100

G and Communication

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Public Engagement Charter
4. 50

G and O Fire

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. PW Real time
4. 100

G and O Fire

1. City Gov Capacity
2. Dev Internal and External Comm Strategies

McMinnville Staff Goal Report

- 3. Fire
- 4. 100

- 1. City Gov Capacity
- 2. Dev Internal and External Comm Strategies
- 3. Diff. levels of capacity in each dept. to meet the comm. Strategy.

- 1. City Gov Capacity
- 2. Dev Internal and External Comm Strategies
- 3. Level 10
- 4. 100

G and Communication

- 1. City Gov Capacity
- 2. Dev Internal and External Comm Strategies
- 3. Social Media Policy
- 4. 50

- 1. City Gov Capacity
- 2. Dev Internal and External Comm Strategies
- 3. PW Real time
- 4. 100

- 1. City Gov Capacity
- 2. Dev Internal and External Comm Strategies
- 3. Fire
- 4. 100

- 1. City Gov Capacity
- 2. Dev Internal and External Comm Strategies
- 3. Diff. levels of capacity in each dept. to meet the comm. Strategy.

- 1. City Gov Capacity
- 2. Dev Internal and External Comm Strategies
- 3. Level 10
- 4. 100

McMinnville Staff Goal Report

G and Communication

1. City Gov Capacity
2. Dev Internal and External Comm Strategies
3. Addition of a Communication & Engagement professional to the Executive Team. Addition of a Weekly City Email blast with a 39% open rate. Adoption & Implementation of the City rebranding project. Consistent, quarterly approach to the employee newsletter. Adoption of community and engagement platform that can be used as an external communication tool as well as internal communication tool (iheartmac.org). Adoption and use of professional translation services for City media. Provided access public meetings in dual format (in-person + virtual component)

G and O Finance and Muni Court

1. City Gov Capacity
2. Right Size Services
3. Create strategic plan for \$2-3 million of new revenue streams
4. Done - Res 2021-55 (if city services charge plus other smaller items fits the bill)
5. 100%
6. Other funding streams, Fire Dist. impact, etc.

G and CDD

1. City Gov Capacity
2. Right Size Services
3. Create Strategic plan for \$2-3 million of new revenue streams
4. CDD developed a Construction Excise Tax program for the City Council to consider and adopt for affordable housing in May 2022
5. 100% adopted and implementation is underway

G and O Park and Rec

1. City Gov Capacity
2. Right Size Services
3. Create Strategic plan for \$2-3 million of new revenue streams
4. Done - Res 2021-55 (if city services charge plus other smaller items fits the bill)
5. 100%

McMinnville Staff Goal Report

G and O Status Library

1. City Gov Capacity
2. Right Size Services
3. Create Strategic plan for \$2-3 million of new revenue streams
4. **Completed**

G and O Finance and Muni Court

1. City Gov Capacity
2. Right Size Services
3. City Council approve the results of the core services analysis
4. Done - if the discussions at Council over last year are approval
5. 100%

G and O Status Library

1. City Gov Capacity
2. Right Size Services
3. City Council approve the results of the core services analysis
4. **completed, but do they want more from the core services analysis?**

G and O Park and Rec

1. City Gov Capacity
2. Right Size Services
3. City Council approve the results of the core services analysis
4. Done - if the discussions at Council over last year are approval
5. 100%

G and CDD

1. City Gov Capacity
2. Right Size Services
3. **currently 80% full cost recovery**

G and O Finance and Muni Court

1. City Gov Capacity
2. Right Size Services
3. Staff implement programs using approved core services tool
4. Done - FY23 budget process (though none were approved because of delay with city services charge)
5. 100%

McMinnville Staff Goal Report

6. Will leverage prior work for FY24 budget process. Ongoing figure out use core services to tie to budget/other planning processes on going

G and O Park and Rec

1. City Gov Capacity
2. Right Size Services
3. Staff implement programs using approved core services tool
4. Done - FY23 budget process (though none were approved because of delay with city services charge)
5. 100%

G and O Status Library

1. City Gov Capacity
2. Right Size Services
3. Staff implement programs using approved core services tool
4. yes, this is being used regularly for planning, discussions, and budgeting

G and O Status Library

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Complete and implement a Fire District analysis
4. completed

G and O Finance and Muni Court

1. Comm Safety and Resilience
2. Est Formal Emer Mgt Program
3. ARPA funds for an emergency manager position/consultant
4. 5% ?
5. \$242k green lit by council/budget committee for this purpose

McMinnville Staff Goal Report

G and O Fire

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Fire District Consolidation: Multiple Studies and Feasibility studies completed since 2018.

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Determine partners to move to election .
4. 100

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Prepare petition and legal paperwork for consolidation petition
4. 100

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Develop communication strategy with Consultants to educate public on need.
4. 100

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Work through the process for County Commission to place measure on the Ballot :
4. Est completion January 12th

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Meet with community Groups on the petition and its impacts.
4. In progress

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Election scheduled for May 16th, 2023

McMinnville Staff Goal Report

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. If successful, work on priorities to create new legal district and business to provide Fire and Ems service.

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Create contracts for City to continue providing service until New District is completely formed and funded

1. Comm Safety and Resilience
2. Identify a strategy for long-term increase in Public Safety Services
3. Establish a formal Emergency Management Program

1. Comm Safety and Resilience
2. Lead and plan for emergency preparedness
3. Update current City Emergency Operations Plan
4. Currently in a collaborative contract to hire consultants with the County to update the local and regional plan.
5. Estimated Completion Date: Fall of 2023

1. Comm Safety and Resilience
2. Lead and plan for emergency preparedness
3. Hire Emergency Manager/Coordinator

1. Comm Safety and Resilience
2. Lead and plan for emergency preparedness
3. This project was identified as an ARPA funded project but has not made it to the current authorized funding list.
4. Estimated completion date based on budgetary priorities.

G and CDD

1. Growth and Development Character
2. Create and implement an environmental sustainability and/or a Climate Action Plan
3. Fund and Initiate 3 public facility plans: transportation System Plan Wastewater Treatment Plan Stormwater Master Plan
4. CDD is leading a Transportation System Plan Update (starts in February 2023 - delayed due to staffing capacity, anticipated to be completed in June 2025), and supporting the Wastewater Treatment Plan update, the Stormwater Master Plan update, the Wastewater Conveyance Plan update, the Water Master Plan update and the Parks, Recreation and Open Space Plan update all of which are underway

McMinnville Staff Goal Report

G and CDD

1. Growth and Development Character
2. strategically plan for short- and long-term growth that will create value
3. complete area plans identified in annual adopted work plan
4. CDD started the Fox Ridge Road Area Plan in July 2022 – delayed due to staffing capacity
5. 30% complete anticipated to be completed in September 2023

G and O Status PW

1. Growth and Development Character
 2. strategically plan for short and long term growth that will create value
 3. § The Airport Master Plan is expected to be underway in the Fall of 2023 and will be led by PW Staff
-
1. Growth and Development Character
 2. strategically plan for short and long term growth that will create value
 3. complete area plans identified in annual adopted work plan
 4. § Public Works staff has been involved with the Three Mile Lane Area Plan.

G and CDD

1. Economic Prosperity
2. accelerate growth in living wage jobs across a balanced array of industry's
3. Secure funding for key planning and infrastructure projects such as: a) Third Street Improvement design work and b) Innovation Center
4. CDD – City Council dedicated \$600,000 to the Third Street Improvement Design in Fall, 2021 and \$250,000 to the Innovation Center Public Infrastructure Feasibility Analysis in Fall, 2021. Both projects are scheduled to get underway in design in 2023. Both delayed due to staffing capacity.)

G and O Status PW

1. Economic Prosperity
2. accelerate growth in living wage jobs across a balanced array of industry's
3. Secure funding for key planning and infrastructure projects such as: a) Third Street Improvement design work and b) Innovation Center
4. PW staff has been involved with some of the initial conversations regarding the Innovation Center, particularly as it will interact with the airport and the upcoming Airport Master Plan.

McMinnville Staff Goal Report

G and O Status PW

1. Economic Prosperity
2. accelerate growth in living wage jobs across a balanced array of industry's
3. Secure funding for key planning and infrastructure projects such as: a) Third Street Improvement design work and b) Innovation Center
4. Public Works staff has been heavily involved with the planning phase of the Third Street Improvement project. An RFP for design is planned to be released in the next few months, and PW will lead the design effort after that.

G and O Park and Rec

1. Engagement and Inclusion
2. Develop inclusion plans City-wide and by Department
3. actively protect people from discrimination and harassment
4. Have asked DEIAC to play the role of community advisory committee for parks master plan

1. Engagement and Inclusion
2. Develop inclusion plans City-wide and by Department
3. develop inclusion plans city-wide and by department
4. Implemented a forma accommodations request application and process

1. Engagement and Inclusion
2. Develop inclusion plans City-wide and by Department
3. started a stakeholder group for families with kids with disabilities

1. Engagement and Inclusion
2. Develop inclusion plans City-wide and by Department
3. launched an adaptive soccer program.

1. Engagement and Inclusion
2. Develop inclusion plans City-wide and by Department
3. Broadened public engagement process for Parks and Rec Master Planning Process

G and O Status PW

1. Engagement and Inclusion
2. Develop inclusion plans City-wide and by Department

McMinnville Staff Goal Report

3. Public Works has coordinated with the City's Communications Specialist with regard to the Public Engagement charter, and how the DEI goals and policies will apply to Public Works' projects and work plan.

G and O Status PW

1. City Gov Capacity
 2. Dev Internal and External Comm Strategies
 3. Right Size Services
 4. City Council approve the results of the core services analysis
 5. § Public Works participated in the core services analysis throughout the process
-
1. City Gov Capacity
 2. Dev Internal and External Comm Strategies
 3. Right Size Services
 4. Staff implement programs using approved core services tool
 5. § Implementing programs when approved and funded.

McMinnville Staff Goal Report

Note: Goals indicate the overarching mission-critical strategic initiatives from Mac-Town 2032, the City's strategic plan. Objectives indicate the agenda for working toward the goals for a specific fiscal year. Specific steps, outcomes and target dates are developed through Council action and departmental work plans. Arrow signifies 2021 Council Priority goals. Italicized goals indicate Organizational Development Goals.

GOALS OBJECTIVES

CITY GOVERNMENT CAPACITY

– Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus

COMMUNITY SAFETY &

RESILIENCY – Proactively plan for and responsively maintain a safe and resilient community

- ❖ Develop Internal and External Communication Strategies: Improve our communication structure internally and with the public
 - ▶ Develop and implement Branding Project
 - ▶ Develop & Implement a goal setting process for 2022 goals that is fully informed by financial realities
 - ▶ Implement quarterly progress review against goal scorecards and financial performance
 - ▶ Hold a minimum of four City Council Level 10 meetings to improve organizational effectiveness
 - ▶ Implement City Council quarterly team development opportunities outside of Council meetings
 - ▶ Maintenance of a current and effective City Council Master Issues List
- ❖ Right-Size Services: Address insufficient resources by finding new sustainable funding sources: Looking for ways to bring additional revenue into the City's general fund
 - ▶ Create strategic plan for \$2-3 million of new revenue streams
 - ▶ City Council approve the results of the core services analysis
 - ▶ Staff implement programs using approved core services tool
- ❖ Identify a strategy for long-term increase in stable Public Safety Services
 - ▶ Complete and implement a Fire District analysis
 - ▶ Establish a formal Emergency Management Program
- ❖ Lead and plan for emergency preparedness
 - ▶ Appoint City representatives to sit on the County Emergency Council. June- Dec representatives attend each quarterly meetings

GROWTH & DEVELOPMENT

CHARACTER – Guide growth and development strategically, responsively, and responsibly to enhance our unique character

- ❖ Create and implement an environmental sustainability and/or a Climate Action

McMinnville Staff Goal Report

Plan

- ▶ Quarterly informational items related to Climate Impact distributed to City Council
- ▶ Fund & Initiate 3 public facility plans: Transportation System Plan Wastewater Treatment Plan Stormwater Master Plan
- ❖ Strategically plan for short and long-term growth and development that will create enduring value for the community
- ▶ Complete area plans identified in annual adopted work plan

ECONOMIC PROSPERITY –

Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors

- ❖ Accelerate growth in living wage jobs across a balanced array of industry sectors by supporting Stable Table partners
- ▶ Secure funding for key planning and infrastructure projects such as:
 - Third Street Improvement design work
 - Innovation Center

ENGAGEMENT & INCLUSION –

Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity

- ❖ Develop inclusion plans City-wide and by Department
- ▶ DEI Committee create a proposed workplan for Council approval August 2021

McMinnville Staff Goal Report