

Council Present:

Patrick Miller
Richard Heyman Dave Stram
Richard Zettervall

Staff Present:

Michelle Amberg City Administrator
Roberta Tharp City Recorder
Cliff Bellew Public Works Director
Jim Piper Finance Director
Shelley Humble Airport Manager
Madeline Phillips Planner

Council Absent: 2 – Omar Bowles and Jane Vincent

Press: 0

Audience: 3

The Strategic Planning Session was called to order by Mayor Dave Stram at 6:03 pm and the Pledge of Allegiance was given.

Mayor Stram noted the absences of Councilor Bowles and Vincent as unexcused.

Mayor Stram introduced Mark Steranka and Colleen Rozillis, consultants from Moss Adams.

The goal for tonight's work session is to leave the meeting with approval of the order and the language of the objective priorities in order to assemble the Strategic Plan, add performance measures and create an action plan.

The Council reviewed the revisions made last month to the Strategic Framework.

- Vision- Creswell will be a friendly place where people want to live and work. The word friendly was added and under the first bullet point, community was changed to small town.
- Mission – There were no changes made
- Values – Under integrity, the word transparency was changed to accountability

Colleen said these three items will help the Council over the next five years to make decisions that meet their vision, mission and values.

Objective Priorities

The goals have been prioritized and objectives are ranked in order according to feedback from the Council.

- Goal #1 – Accountable Government: Deliver programs and services transparently, effectively and efficiently

Develop an efficiency- and outcome-based performance measurement program

Ms. Amberg noted the largest obstacle to this priority is training and staff time. She continued by saying that it would be nice that in the fifth year of this plan we could have this program in place.

A discussion ensued in regards to starting small, determining how we want it to work and what we want to measure and how important it is.

Develop and implement a long-term financial plan that reflects service levels desired by the public.

Colleen noted that this goal will require developing a long range revenue and expenditure forecast. She continued by saying that the Council will need to determine the level of services the public wants and this will need to be achieved through talking to community members. Ms. Amberg noted that she feels we are currently working in the right direction on this.

Develop a CIP

Ms. Amberg explained that we do not have an overall adopted CIP at the current time although some departments do have their own CIP for planning purposes. Colleen noted that she believes you would want to complete a CIP before you do your long range forecasting. A discussion ensued as to how important all of the goal objectives are and how ranking shouldn't matter as each objective should be worked on every year as resources will allow. Ms. Amberg pointed out that the city just completed a wage comparison and it was determined that it would be revisited every five years. If you set timelines (cycles) this will help you budget for items such as training and wage comparisons.

Moss Adams Consultants explained that after the last meeting, they were charged with bringing back the top two objectives in each category to develop the annual action plan. Ms. Amberg said she felt that Economic Development, Safety and Preparedness, Quality of Life and Community Engagement will all be included in the next fiscal year's budget.

Further discussion continued in regards to narrowing down the list of objectives to two or three under each category. The overall thoughts of the Council was that we are trying to accomplish too much in each category. We need to have policies in place. The Council gave their consensus to making the Council Priorities under Accountable Government as:

- Develop an efficiency-and outcome-based performance measurement program
- Develop and implement a long-term financial plan that reflects service levels desired by the public
- Develop a comprehensive Capital Improvement Program (CIP)

And the performance measurements are:

- Leverage technology to deliver programs and services more effectively and efficiently
 - Ensure that staff compensation and benefits are competitive regionally
 - Invest in staff training and development
- Goal #2 - Economic Development – Build the City's capacity to support and attract businesses, create jobs and position Creswell for a sustainable growth

A discussion was held in regards to creating Urban Renewal Areas and whether or not to include them on the list.

Ms. Amberg explained that she would bring in someone qualified to explain what an Urban Renewal Area is and then let the Council decide whether or not they want to pursue this.

After further discussion, the Council agreed to three priority objectives under Economic Development:

- Create and implement an economic development plan
- Update the City's comprehensive plan
- Explore implementation of an Urban Renewal Area

They identified the following three as action items:

- Revitalize downtown Creswell through beautification efforts, design standards, and targeted retail and small business attraction
 - Leverage the City's assets and location to attract tourism
 - Develop a plan and identify funding to provide water and wastewater service to the Airport
- Goal #3 - Safety and Preparedness: Ensure a safe community through proactive and responsive protection of life, property, and infrastructure

A discussion on different levels of code enforcement and the difference between a building inspector and a safety inspector was held. Ms. Phillips noted that staff spends a lot of time on addressing residents who are having issues between themselves and their neighbors. Enforcement of the development code is the adherence to safety standards. Staff currently doesn't prioritize code enforcement as there is only ten hours a week allocated, but there is a much greater need. She asked if it was a priority that over the next five years that we allocate staff time to make sure that the codes are adhered to or do we remain on a complaint basis and deal with them as they are received. Ms. Humble added that the municipal code doesn't have a lot of teeth for enforcement and the job description for the Code Enforcement position is to respond and try to get voluntary compliance.

Further discussion ensued in how we would fund a person with qualifications and training in fire, safety and building codes. This would be something to work towards for the future and research the possibilities of paying PERS and benefits vs a contract position on a part time basis. Ms. Amberg suggested we wait until the population grows a little more before we begin to work on this.

The Council gave their consent to the following objectives:

- Secure permanent funding for law enforcement to meet the community's desired level of service
 - Develop community emergency preparedness plan; including training and exercises that engage the Community; and Identify, Prioritize and seek funding for infrastructure improvements to support emergency preparedness, response, and continuity of operations.
- Goal #4 - Quality of Life: Create a great place to live by providing infrastructure that supports our community's needs, access to recreation opportunities, and safe neighborhoods

After much discussion on the meaning of "quality of life in Creswell", the Council prioritized the following objectives:

- Ensure that safe quality water, sewer and transportation systems are available to meet the current and future needs of the community; and maintain and enhance streets, bike lanes, and sidewalks to meet the defined level of service
 - Expand recreation opportunities for City residents; Locate and identify funding to develop an additional park;
- Goal #5 - Community Engagement: Inspire citizen engagement in shaping and serving the community
- The Council prioritized the objectives for Community Engagement as follows:
- Leverage Creswell Schools, non-profits and community organizations to increase citizen participation
 - Cultivate City visibility at community events, including farmers markets, parades, and school activities
 - Engage in regional and national community engagement activities

Next Steps:

Colleen will revise the changes and work with Michelle Amberg to develop performance measures in a draft plan. Ms. Amberg noted that the draft will come to a work session for review before it goes to Council for adoption.

Adjournment

There being no further discussion Mayor Stram adjourned the session at 7:35 pm.

*Signature on File

Roberta J Tharp, City Recorder

*Signature on File

Dave Stram, Mayor