

SESSION NOTES

City of McMinnville 2017 Goal-Setting & Team-Building Council Goal-Setting

February 4, 2017

City Firehouse

Council Members in Attendance: Mayor Scott Hill; Council Members Remy Drabkin, Adam Garvin, Kevin Jeffries, Kellie Menke; Wendy Stassens.

City Staff in Attendance: Finance Director Marcia Baragary, Library Director Jenny Berg, Community Development Director Mike Bisset, Information Technology Director Scott Burke, Interim City Manager Candace Haines, City Attorney David Koch, Fire Chief Rich Leipfert, Planning Director Heather Richards, Police Chief Matt Scales, Parks and Recreation Director Jay Pearson, City Manager candidate Jeff Towery.

Facilitator: Sue Dicile.

SESSION OPENING

The following are highlights of Mayor Scott Hill's remarks.

- New and continuing Council members have bonded as a strong team.
- This year would include two key departures from former goal-setting sessions:
 - A viewpoint of “capacity” that addresses more than capacity to accommodate new initiatives but that includes Staff's viewpoint on the capacity of the organization to sustain existing and ongoing work.
 - Opportunity for dialog among Council and Staff.
- Two strategic issues are at the forefront:
 - Expenses, some relating to PERS liability, are on the rise without a commensurate revenue increase. In FY 17-18 Council will review options with an eye to trimming expenditures while taking care of the City's existing assets.
 - There may be new economic opportunities, for instance Yamhill County's Economic Viability Summit identified McMinnville as being in the leadership position to create partnerships for greater leverage on affordable housing. The City can continue to support its committees, which have been effective and can be leveraged. MURAC, the Affordable Housing Committee, and the committee that established the DMO over a year ago are good examples.

SMALL-GROUP DISCUSSION SESSIONS

Two “World Café”-type discussion rounds were held; one addressing Council Goals to be brought forward into FY17-18, and one addressing Staff participation in Council Goal-Setting.

Discussion #1: “What should be brought forward from FY15-16¹ objectives into FY17-18?

# GROUPS CITING	PROPOSED TO BRING FORWARD INTO 2017-18 (Based on outcomes from 3 tabletop discussions)
3	<u>Prepare and adopt a fiscally prudent FY 2017-2018 budget.</u> Slow the growth of the gap between revenue and expenses and explore revenue options. Have a strategic plan for fiscally prudent budgets that considers the scope of options and support for facilities and capacity needs and sustainability of services.
2	<u>Continue to address the issue of homelessness.</u> Create a task force or committee that focuses on homelessness and work through partnerships, including partnering with the County. Staff perspective can be useful in finding solutions; however existing staff resources are limited.
2	<u>Support MURAC administrative planning and implementation/delivery of projects.</u>
1	<u>Continue to plan and implement Transportation Bond improvements</u>
1	<u>Continue to support economic development and act on opportunities.</u>

Discussion #2: How might Staff have input into and participate in Council Goal-Setting in the future?

THEMES RAISED IN ALL THREE TABLETOP DISCUSSIONS
<i>Non-underlined text provides additional detail drawn from the discussions.</i>
<ul style="list-style-type: none">• <u>Staff would benefit from greater understanding of how Council wants to receive information.</u> Staff has a “keen interest” in communicating with Council, and in having confidence that Council needs for information are being met and that Council will take staff input to heart. Different formats, such as “<i>The Power of Story</i>” model, could make information provided more vital and relevant.• <u>Create opportunity to provide periodic reports to Council on progress toward goals</u> to insure “no surprises” at Goalsetting. This reporting can be informal exchange and feedback or a more formal quarterly presentation. The dinner meeting could provide an opportunity. Periodic updates could provide Council with a greater sense of the “critical issues on the ground”. Reports on committees assigned to staff and community/stakeholder activities could be included in periodic reports.• <u>Establish an annual staff off-site to collaboratively develop a SWOT and strategic recommendations to Council in advance of Goalsetting.</u> Have recommendations presented by the facilitator.• <u>Allow time for Council and Staff to get to know each other personally and professionally.</u>• <u>The opportunity for a participatory role at this year’s Goalsetting session was welcome.</u> The “café” format worked well and the discussions were valuable.

Other suggestions contributed:

- An opportunity to provide implementation reports and minority perspectives is needed.
- There needs to be a feeling of “team” between Council and Department Heads.
- Site tours of facilities and programs could provide Council with additional capacity and programmatic awareness.
- Longer term visioning is needed.

¹ Goals and Objectives were not adopted in FY 16-17.

FY 2017-2018 GOALS & OBJECTIVES

Note: Goals indicate the overarching mission-critical intentions of McMinnville city government. 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 workplans.

GOALS	FY 2017-18 OBJECTIVES	ADDITIONAL NOTES
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	Commence process improvement, including a cross-functional process for code enforcement.	<i>Process improvement in code enforcement must be cross-functional among City departments and, as feasible, among partners.</i>
COMMUNICATE WITH CITIZENS AND KEY LOCAL PARTNERS	Promote active engagement with and involvement of the community, including but not limited to: <ul style="list-style-type: none"> ➤ Revisiting the Community Survey and sharing survey results with partners. ➤ Establishing a task force or committee on homelessness. 	
PLAN AND CONSTRUCT CAPITAL PROJECTS	Support implementation of the Urban Renewal Plan. Continue to plan and implement Transportation Bond improvements.	<i>Areas of concern, such as those raised in the Parking Study, must be addressed.</i>
PLAN FOR AND MANAGE FINANCIAL RESOURCES	Prepare and adopt a fiscally prudent FY 2017-2018 budget. Establish comprehensive strategic financial planning.	<i>Planning should include revenue & expense analysis, facilities planning, service levels sustainability, and city-wide capacity.</i>
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	Working with partners e.g. the County, COG, and others, identify economic opportunities for addressing affordable housing, homelessness, and growth.	<i>Seek staff perspective on these issues keeping resource and capacity limitations in mind.</i>

THE RADAR SCREEN

The following were not adopted as goals but were identified as former goals or new/emerging issues that should be tracked.

- On-site management and economic development at the Airport.
- The need for a policy and budgetary framework for outside giving.