

CITY OF McMinnville
MINUTES OF SPECIAL MEETING – STRATEGIC PLAN WORK SESSION
of the McMinnville City Council
Held at the McMinnville Police Department
McMinnville, Oregon

Friday, March 2, 2018 at 12:30 p.m.

Presiding: Scott Hill, Mayor

Recording Secretary: Melissa Grace

Councilors: Present
Adam Garvin
Remy Drabkin
Kellie Menke, Council President
Sal Peralta
Alan Ruden
Wendy Stassens

Also present were City Manager Jeff Towery, City Attorney David Koch, Community Development Director Mike Bisset, Planning Director Heather Richards, Parks and Recreation Director Susan Muir, Information Systems Director Scott Burke, Library Director Jenny Berg, Police Chief Matt Scales, Fire Chief Rich Leipfert, IS Director Scott Burke, and Finance Director Marcia Baragary.

Consultants: Brian Scott, BDS Planning; Gabriel Silberblatt BDS Planning; Terry Moore, Eco NW

1. CALL TO ORDER: Mayor Hill called the meeting to order at 12:41 p.m. and welcomed everyone to the meeting.
2. STRATEGIC PLANNING PROCESS

Mr. Scott, Strategic Planning Consultant, reviewed the strategic planning process.

Mr. Silberblatt, Strategic Planning Consultant, explained the work groups for the strategic planning process:

Strategic Priority Work Groups

- Working groups that will meet several times to help develop the goals, actions, and targets for McMinnville's strategic plan.
- Focus: one for each of the strategic priorities.
- Who: Directors, Managers, Staff and external partners.
- Will meet 4-5 times.

Work Group Approach

Step 1. Background: Grapple with and consider the strategic questions; help prioritize issues.

Step 2. Objectives: Articulate and agree on 1 or 2 goals for each work group that will directly support the mission.

Step 3. Priorities: Agree to 3-5 actions to support each goal.

Step 4. Tracking: Agree to 2-3 targets to track progress on each goal.

Mr. Scott shared that City Council will discuss the mission, vision and values at their March 27, 2018 City Council meeting.

3. DISCUSSION ON STRATEGIC PRIORITIES

Mr. Scott displayed the following list of strategic priorities developed through discussion with focus groups, community surveys and City Staff.

- Growth and Development Character
- Housing Opportunities (across the income spectrum)
- Economic Prosperity
- City Government Capacity
- Community Safety
- Engagement and Inclusion
- Civic Leadership

Discussion ensued around decentralized processes and programs. Fire Chief Leipfert noted that it is not physical location that is the concern it is the decentralization of certain aspects of the organization using the example of human resources not being a centralized function. City Manager Towery provided another example of fleet and facility management/ maintenance.

Mayor Hill asked that a definition be provided for each of the strategic priorities before the Charrette.

Council President Menke stated that city capacity is a significant priority. Mayor Hill stated that it is important to be thoughtful with the implementation of the policies that Council sets, ensuring there is capacity and the direction.

Discussion ensued regarding city government capacity and how it falls under each strategic priority. It was noted that City Government Capacity should be called out as its own priority and it should be looked at under each priority.

Councilor Stassens stated that the city's role should be determined. She commented on the importance of being mindful of capacity.

Councilor Ruden stated that he is in agreement with the list of priorities.

Mr. Scott explained that the following questions will be addressed for each strategic priority: What are the impacts on this year's budget? What about the 5-year horizon?

Strategic Priority: Growth and Development Character

Councilor Peralta suggested quality of life falls under this priority. Mayor Hill noted the effective use of industrial lands and the result of generating jobs and stated that the buildable lands inventory is critical.

Strategic Priority: Housing Opportunities

Discussion ensued regarding availability, affordable housing and zoning. Mayor Hill asked that affordable housing be defined in the future.

Strategic Priority: Economic Prosperity

Discussion ensued regarding defining family wages. Mayor Hill commented on the need to leverage community partnerships.

Councilor Peralta commented on revenue opportunities for funding the bypass. Councilor Peralta stated that the Cities that seem to be most prosperous are the ones that invest in their people. He stated he would like to see strategic investments and revenue streams.

Councilor Drabkin noted the importance of process improvement.

Strategic Priority: City Government Capacity

Council President Menke suggested public safety falls in this priority noting that public safety means more than just fire and police.

Mr. Towery stated that the City weathered the economic storm fairly well; however it was at a level that was basic. As the economy has rebounded, the City has not increased capacity. Mr. Towery stated that the proposed budget will address rebuilding capacity across the organization.

Fire Chief Leipfert commented on the need to look at capacity in the near term as well as looking at a long-term picture.

Councilor Peralta asked about the existing building inventory. He asked if the current buildings meet the City's needs. Councilor Peralta commented on maintenance of facilities.

Mayor Hill noted that the City should be establishing what is efficient and effective service.

Strategic Priority: Community Safety

Councilor Ruden stated that livability and safety are the main attractions of living in McMinnville.

Discussion ensued regarding communication of facts.

Councilor Peralta stated that it will be important to find additional revenue streams.

Discussion ensued regarding the City's limited resources.

Fire Chief Leipfert noted the importance of emergency preparedness.

Strategic Priority: Engagement and Inclusion

Mayor Hill stated that with 21% of the population being Latino there is room for growth for engagement and inclusion.

Police Chief Scales shared the importance of intentional outreach to Latino populations.

Councilor Drabkin stated that perhaps there is an opportunity to partner with the schools.

Strategic Priority: Civic Leadership

Councilor Drabkin stated it is important that voices are heard and there is not stagnation.

Mayor Hill commented on the Chamber's leadership training and having an employer that encourages employee involvement in their community.

4. DEBRIEF

Councilors and Department Directors shared their thoughts on the day.

Mr. Towery reminded the group to focus on aspiration, inspiration, and information through the strategic planning process. He encouraged the group to think big.

5. ADJOURNMENT: Mayor Hill adjourned the meeting at 2:38 p.m.

s/s Melissa Grace
City Recorder