

CITY OF GLADSTONE

Glad to be here!

CITY COUNCIL GOALS

2023-25



FEBRUARY
2023



SSW CONSULTING

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INTRODUCTION

The City of Gladstone is pleased to present the summary of their 2023-25 annual goal-setting retreat. The City Council and Management Team convened on January 13-14, to discuss progress on the 2022 goals, review the current context, refine current goals, set new goals for the years ahead, and develop a process for tracking progress and reporting on the goals.

The City hired the SSW Consulting team to facilitate the workshop and guide the goal refinement and planning process. Prior to the workshop, the SSW team interviewed all City Councilors and gathered input from the department heads to understand their desired outcomes, as well as challenges and opportunities on the horizon that should be considered as the Council refines their goals for the next year. The results of this outreach informed the design of Council Retreat agenda to ensure an engaging and productive work session with the following outcomes.

CONTEXT

REFINED FOCUS

OUTCOMES

IMPLEMENTATION PLAN

Clear understanding of the community context and status of the 2023-25 goals and objectives to inform the team's goal setting.

Refined and focused goals to ensure a foundation of a strong core services and address current community needs.

Identify focused goals with clear outcomes.

Develop an implementation plan that identifies reporting expectations and process for making updates to the goals.

Gladstone City Council and Management Team worked closely to assess the progress of the 2022 goals and discussed if and how these priorities should be adjusted for the coming years, as well as any additional priorities that should be brought forward for consideration. City staff will pursue the 2023-25 goals while continuing to provide core services to support a safe and thriving community.

We feel so fortunate to have a highly engaged City Council and staff who are dedicated to preserving and enhancing the quality of life for residents both today and into the future. We look forward to partnering with our boards, commissions, advisory groups, community partners, and residents to advance the goals.

- City of Gladstone City Council + Management Team -

Our Team



City Council

Mayor Michael Milch
 Councilor Vanessa Huckaby
 Councilor Greg Alexander
 Councilor Veronica Reichle
 Councilor Luke Roberts
 Councilor Mindy Garlington



Management Team

City Administrator, Jacque Betz
 Police Chief, John Schmerber
 Community Services Manager, Tiffany Kirkpatrick
 Public Works Director, Darren Caniparoli
 Finance Consultant, Cathy Brucker
 Human Resources Consultant, Nancy McDonald



SSW Team

Sara Singer Wilson
 Principal/Owner
 Ashley Sonoff
 Associate
 Sasha Konell
 Communications and Engagement Strategist



Mayor Michael Milch



Councilor Vanessa Huckaby



Councilor Greg Alexander



Councilor Veronica Reichle



Councilor Luke Roberts



Councilor Mindy Garlington



VISION + CORE VALUES

Vision

Gladstone is a vibrant and thriving community where all people have access to opportunity to improve their quality of life.

Values

Partnerships

Sustainability

Transparency

Adaptability

Diversity, Equity + Inclusion

SETTING THE CONTEXT

Accomplishments

2022 was a very productive year for the Gladstone team, as there were some major wins and accomplishments across the board throughout many departments. Below is a high-level overview of the goals accomplished or are ongoing.

City of Gladstone

2022 YEAR IN REVIEW – ACCOMPLISHMENTS

Public Works

- Sewer DEQ Mutual Agreement Order requirements + sewer improvements
- Final inflow + Infiltration Study turned over to DEQ 08/2022
- City entered into agreement with WES to reduce I+I in our system
- CDGB ADA ramp projects
- Barclay/ Portland Storm Line Project
- Design complete of the Webster + Cason pedestrian crossing project
- WES maintaining 82nd Street pump station requirements
- Annual Slurry Seal of City streets complete

Senior Center

- Returned to full operations post-COVID
- Completed an assessment to consider expansion of services to a broader segment of the population
- Nutrition Coordinator Position reviewed for possible FTE
- Services are ongoing and growing
- Resource center use increased due to recruiting volunteers
- Ongoing partnerships with Gladstone SD to provide more learning programs/ services
- Ongoing media relationship to enhance the Senior Center's image and comm. awareness
- Increased recreation activities/ exercise programs
- Received grant for \$75K for dining/meal space + TRAM
- Expansion of inter-generational programs
- Continued engagement to update the name for the Senior Center

Police Department

- Ongoing work to complete Strategic Plan
- Phase 1 of peer support initiated for mindfulness + resiliency
- Continues progress to update Gladstone Municipal Code
- School Resource Officers in all school facilities
- Completes curriculum for Citizen's Academy
- Added developmental goals to employee evaluation forms
- Enhancement of GPD's media strategy

Finance

- Banking request complete with new contract with US Bank
- Framework for cost allocation plan
- Program in place for financial forecasting
- Financial forecasting software purchased + implemented
- Capital equipment + improvement plan 90% complete
- Ongoing ARPA spending through 2026

Fire Department

- Gladstone Fire Station 22 remodeled
- City entered an affordable agreement with Clackamas Fire District

Administration

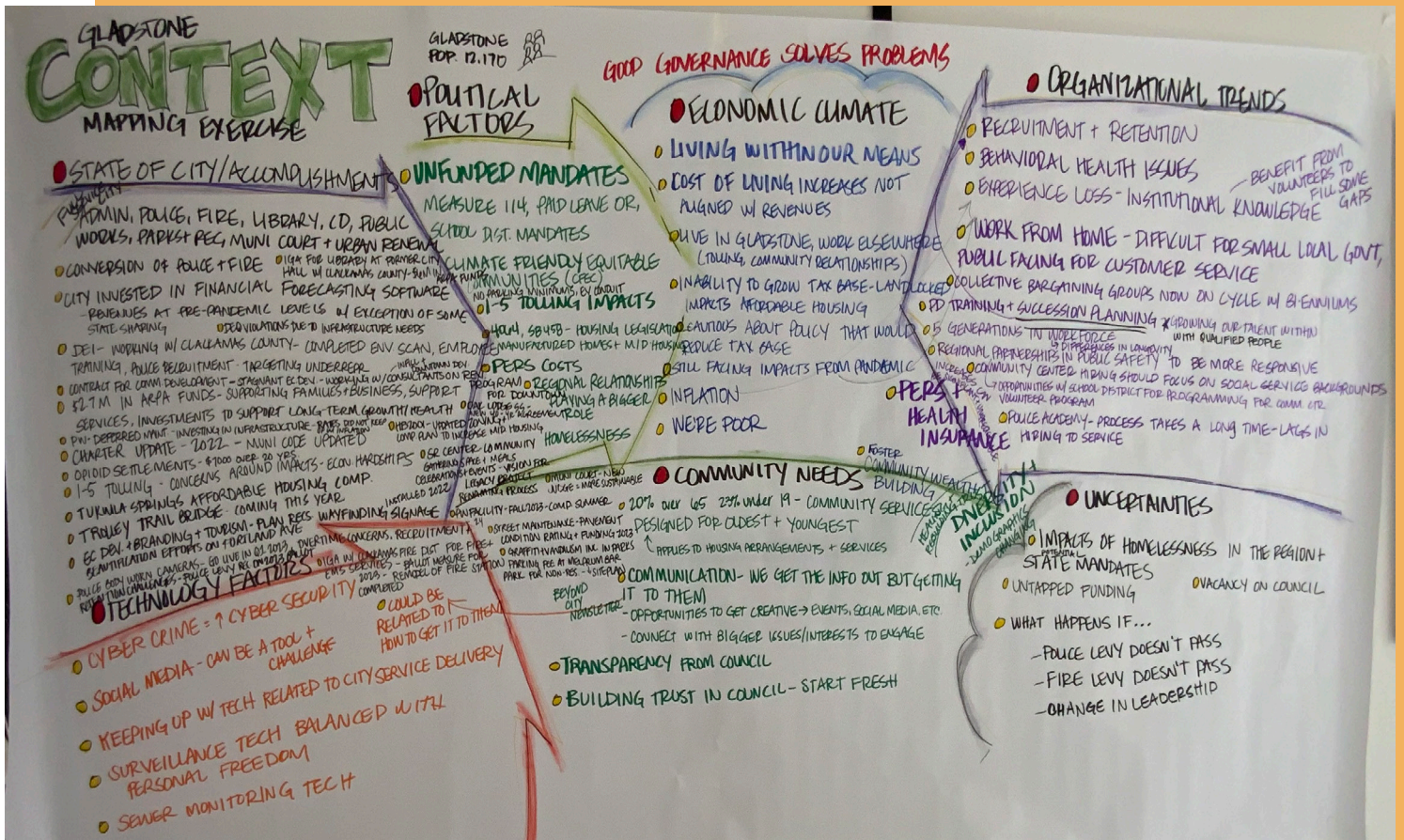
- Municipal judge recruited
- Chapter 5.04 Business Tax adopted
- Elected Official emergency management training
- Old City Hall demolished in preparation for new library
- Ongoing participation for the Gladstone library planning task force
- AFSCME contract negotiations complete
- Gladstone Police Association contract negotiations complete
- Complete IGA for 82nd Street Pump Station
- Street pavement + maintenance projects
- Planning services RFP complete

Municipal Court

- Department of Revenue automated system
- Electronic transfers of abstracts to DMV
- Documents purged that exceeded the Oregon records Retention Schedule

Information Technology

- Conversion of City Council/ Court Room for Zoom meeting access
- Conversion to Clackamas Fire Department
- Decommission/ removal of last of City equipment from Old City Hall
- City Admin + Police Department cell phones
- Equipment replacement of cycle now in place for 20 Police MDC's
- Starting conversion of Exchange server to MO365
- Equipment replacement cycle for City Desktop Systems
- New public works facility information tech reviews input



Environmental Scan

City Council and the Management Team completed an environmental scan exercise to identify and explore factors that will affect the future of the organization including the economic landscape, community trends, political influences and impeding legislation, technological advances and uncertainties. The amalgamation of these external and internal factors creates a shared context of the current reality of the organization and community. Council and staff will utilize this information to build a common foundation of understanding to proactively respond to these opportunities and threats in the goal-refinement process. The following graphic summarizes the information shared during the context mapping session.

The group discussed their shared perspectives on the state of Gladstone and recent accomplishments, political factors that will impact the future, the current economic climate and needs of the community, organization trends that impact the internal workings of the City, technology factors that can impact staff's work both positively and negatively, and then uncertainties in the near future.

2023-25 COUNCIL GOALS

City Council and the Management Team revisited the organization's 2022 goals to discuss progress in achieving these goals, as well as consider if and how any of the goals should be adjusted to align with the current community context and build on the success of previous years. The team also explored all additional focus areas that should be considered to address community opportunities and challenges on the horizon.

Council and staff worked together to share their ideas and priorities as they related to each of the goal areas. Following the retreat, together staff and the SSW Team refined these ideas into objectives and considered the appropriate timeline for the objectives based on current projects in progress, available resources, staff leads, and involvement of the City boards and commissions in implementing, advising, or reviewing work as it progresses. The information is detailed in the table below.

The Council and the Management Team discussed the importance of having a progress reporting structure to support the implementation of these goals and provide an accountability measure. City staff will develop work plans to implement each objective under the goal areas. Staff will engage with Council periodically throughout the year during work sessions to discuss progress, work through any challenges, and receive guidance on key decision points.

Goal 1 Economic Development

Outcomes

- **Robust economic ecosystem**
- **Support, maintain, and grow ALL businesses**
- **Revitalization to make Gladstone's downtown an inviting place**

Strategies

Project Lead

Implementation

1.1 Create limited duration Economic Development/Tourism position	Administration	End of Year 1
1.2 Enhance partnership with Clackamas County Economic Development Department	Administration	Year 1
1.3 Prepare annexation analysis	Administration	Year 1-2
1.4 Explore urban renewal plan refinement opportunities to include Portland Avenue	Administration	Year 1
1.5 Explore Main Street Program	Administration	Year 2
1.6 Implement Climate Friendly and Equitable Community Initiatives	Planning/Administration	Year 2
1.7 Research funding opportunities to implement elements from the Downtown Revitalization Plan (Portland Avenue Street Improvements)	Administration	Year 1-2
1.8 Implement elements of the Gladstone Brand and Tourism Strategy	Administration	Year 1

2023-25 COUNCIL GOALS

Goal 2 Infrastructure

Outcomes

- **Solid foundation of infrastructure to support future growth and meet current system demands**
- **Sustainable plan and stable financing for maintenance and upgrades**
- **Well maintained roads**
- **Address DEQ violations**

Strategies

Project Lead

Implementation

2.1 Construction for Inflow & Infiltration infrastructure projects per DEQ memo of agreement	Public Works	Year 1
2.1 Complete Capital Improvement Projects in the Oak Lodge Service Area	Public Works	Year 2-5
2.3 Streets Pavement Management Program Implementation	Public Works	Year 1
2.4 Financial Forecasting: Update of forecasting software to include the Capital Improvement Plan (CIP) with a six-year perspective and incorporate available resources for funding capital improvement projects.	Finance	Year 1-2
2.5 Complete Evergreen Storm Line Replacement Project	Public Works	Year 1
2.6 Complete 82nd Drive Pump Station Replacement Project	Public Works	Year 2-5
2.7 Complete Trolley Trail Bridge Replacement Phase II	Administration	Year 2-3
2.8 Complete Public Works Facility	Admin./Public Works	Year 1-2
2.9 Complete unilateral flushing maintenance program	Public Works	Year 1

2023-25 COUNCIL GOALS

Goal 3 Communications and Engagement

Outcomes

- Foster trust within Council and staff
- Build trust with community
- Enhanced engagement with the community
- Increased involvement for all

Strategies

Project Lead

Implementation

Strategies	Project Lead	Implementation
3.1 Diversity, Equity, Inclusion training for elected officials and employees	Administration	Year 1
3.2 Implement City Council Team Agreement	City Council	Year 1
3.3 Participate in the Clackamas County Research Justice Study	Admin./Council	Year 1-2
3.4 Police Department Community Academy	Police	Year 1
3.5 Implement Police Body Worn Cameras	Police	Year 1
3.6 Implement Police Department Analytical Internal Tracking System to track various components, including community	Police	Year 1
3.7 Update Police Department Strategic Plan to include community input.	Police	Year 1-2
3.8 Community engagement to update the name of the Senior Center	Senior Center	Year 1
3.9 Amend membership and duties of the Senior Center Advisory Board to include diverse multigenerational/youth participation	Senior Center	Year 1
3.10 Develop a master site plan for the Senior Center	Senior Center	Year 1-2
3.11 Provide expanded multigenerational services, programs and activities at the Senior Center	Senior Center	Year 1-2
3.12 Use professionals to enhance communication messaging and engagement	Administration	Year 1
3.13 Explore Youth Advisory Council	Administration	Year 1

2023-25 COUNCIL GOALS

Goal 4

Parks

Outcomes

- Clear understanding of parks funding and service structure
- Prioritize park improvement projects and identify funding options

Strategies

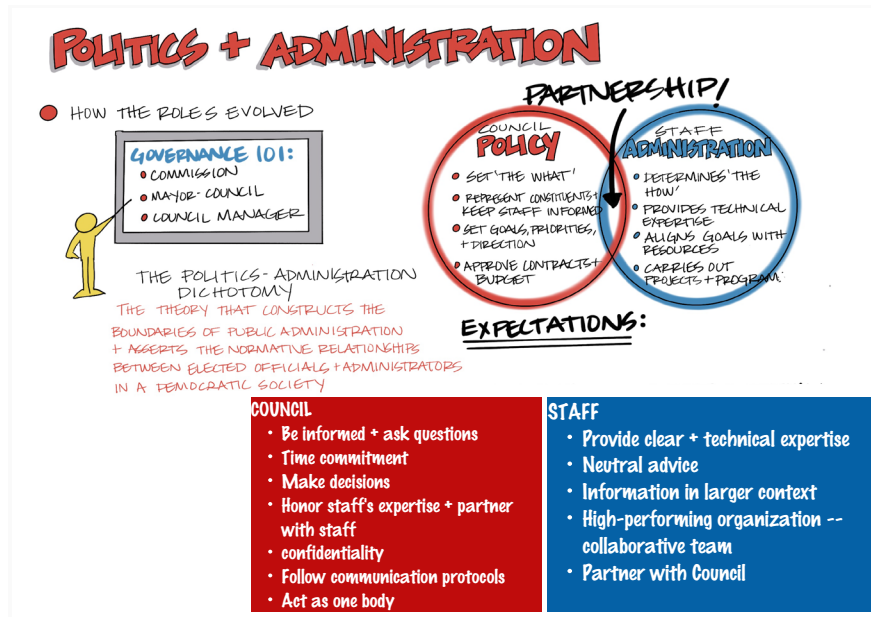
Project Lead

Implementation

Strategies	Project Lead	Implementation
4.1 Hire one full time position for ongoing maintenance needs (budget availability dependent)	Admin./Public Works	End of Year 1
4.2 Educate City Council and Parks Board on how Parks are funded	Admin./Finance/PW	Year 1
4.3 Rezoning of Nature Park and Meldrum Bar Park parcels to open space	Public Works/Planning	Year 2
4.4 Complete Webster and Cason Pedestrian Improvement	Public Works/Planning	Year 1
4.5 Complete Nature Park Paved loop trail (grant dependent)	Public Works	Year 1-2
4.6 Complete Improvements to Robin Hood Park	Public Works	Year 1
4.7 Research funding opportunities to complete projects in master plan	Admin./Public Works	Year 2
4.8 Meldrum Bar Park Playground Replacement Project	Public Works	Year 1

TEAM EXPECTATIONS

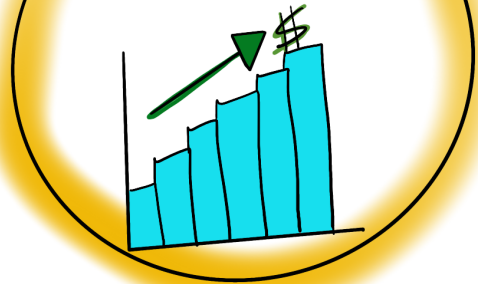
Together, Council and staff discussed Governance 101 within the Council-Manager form of government. The team shared their expectations of one another to best work in partnership and achieve the outcomes they desire for the year ahead. The following graphic outlines this relationship.



Gladstone Council and staff concluded a successful day of goal setting and refinement by sharing their expectations for the Team Agreement to be the most efficient and productive team possible as they push their goals forward.



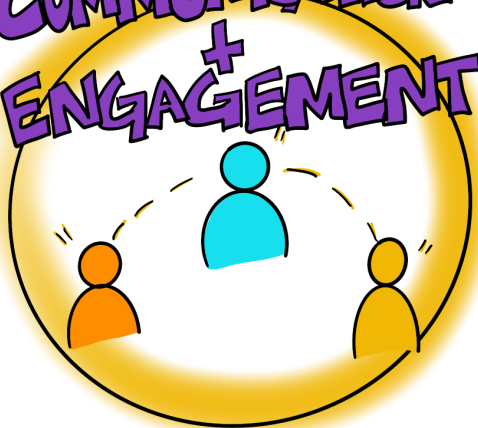
ECONOMIC DEVELOPMENT



INFRASTRUCTURE



COMMUNICATION + ENGAGEMENT

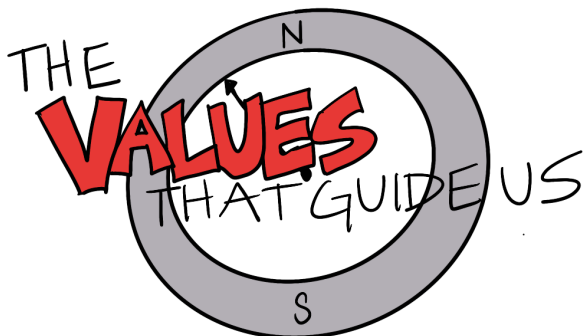


GLADSTONE

Oregon

2023/25 CITY COUNCIL GOALS

PARKS



- PARTNERSHIPS
- SUSTAINABILITY
- TRANSPARENCY
- ADAPTABILITY
- DIVERSITY, EQUITY, + INCLUSION

CITY OF GLADSTONE

Glad to be here!



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SSW CONSULTING