TUALATIN CITY COUNCIL GOALS 2013-2015

FEBRUARY 2014 UPDATE

TABLE OF CONTENTS

INTRODUCTION 2

COMMUNITY TRENDS AND DRIVERS OF CHANGE 3

ENVIRONMENTAL SCAN 5

2020 COUNCIL GOALS 7

ORGANIZATIONAL WORK PLAN 2013-2015 8

APPENDIX 20

INTRODUCTION

To the Council and the Community

In November 2012, the City Council convened with the City of Tualatin Executive Management Team for a Council "Advance." This weekend long event was titled an "Advance" rather than the traditional name of a "Retreat" due to the forward direction the Council wants to take the community. A professional facilitator was hired to lead the group through a two-day discussion about the current community trends, the environmental context of the community and organization, and develop goals for the coming years for Council and staff to work together on implementing.

In addition to the discussion regarding the Council Goals, the Council also discussed their commitment and plan for working together over the coming years.

These goals were graphically captured by the facilitator, Jim Oswald, and can be found in the appendix of this report. The City's management team gathered in January 2013 to discuss the goals of the Council and translate them into actions. These actions comprise the organization's work plan for the coming years. In the pages which follow you will see the progress made on the work plan since 2013. There are many accomplishments to celebrate, and many exciting projects for which work will continue in the coming years.

The City Council's leadership in setting high-level goals for the community is important to the organization's work. Working together, the City Council, City staff and the community have much to look forward to.

Sincerely,

Sherilyn Lombos
City Manager
February 24, 2014

COMMUNITY TRENDS AND DRIVERS OF CHANGE

A Changing Environment and a Responsive Organization

The facilitator led the Council and Management Team through a discussion where the group identified the many drivers of change in Tualatin. Change drivers are large scale forces which produce change throughout an organization and in various levels of the community. Typically, these change drivers consist of community or regional demographic, economic, technological, and other factors that create a changing environment to which organizations must adapt. Government organizations must continually reevaluate the way they do business and provide service, and seek to respond faster, use resources more efficiently, and produce high quality work and services.

INCREASING COSTS OF SERVICES

The group identified increasing costs of services as a major driver of change. The costs of services are on the rise and while the Tualatin staff works hard to keep costs down, there are many costs which are out of the City's control. Communities are forced to look for ways to generate revenue and balance that with protecting community livability. Economic development is essential to support and sustain a growing community, but growth can have implications on neighborhoods. Engaging citizens and improving communication and outreach regarding these competing values is an important part of the process.

INCREASED TRAFFIC IN THE SW CORRIDOR

Traffic is Tualatin's number one problem, and the City continues to work on funding current needs and planning for future needs. Tualatin is part of the Southwest Corridor which continues to grow with new people and businesses; however, transit to support this growth is falling behind. Communities are working with TriMet, Metro and other regional partners to look at how our City can better support future transit enhancements. Tualatin sits at the nexus of major transportation routes, and the City must be proactive in our approach to find funding to address the City's transportation needs.

LIGHTENING FAST TECHNOLOGY

Technology is major driver of change across all communities, and this is no different in Tualatin. The City wants to attract the tech companies in the metro, in addition to looking at ways to integrate technology into our own service delivery models. As Tualatin residents and businesses continue to embrace new technology, the City must also look for ways to stay connected through providing services online and staying engaged in various social media platforms.

COMMUNITY TRENDS AND DRIVERS OF CHANGE

CHANGING DEMOGRAPHICS

Tualatin's physical attributes have not only changed over the years, but we have also seen the faces in our community change. These demographic changes have placed different and new demands on City services. We have an aging population and the older adults and baby boomers are looking for new ways to participate in their community. The City has taken over the operations at the Juanita Pohl Center, and it has seen increasing demands for programming and services for Tualatin adults ages 50 and better. The City has also seen significant increases in the City's Hispanic population in the last 10 years. This demographic change also provides new demands on City services.

NEED FOR EDUCATIONAL OPPORTUNITIES

In recent years, a growing demand for educational opportunities has forced the community to assess what is currently being offered and look for ways to partner with education providers to meet the needs of students in grades K-12, the Tualatin work force, and older adults. There are many institutions in and near Tualatin who provide learning opportunities, but finding ways to identify specific needs and make those services more accessible to the community are some of the challenges which will need to be addressed.

ENVIRONMENTAL SCAN

What's happening around us?

OVERVIEW

The purpose of the environmental scan is to provide context for the goal setting. The scan allows the Council and staff to look at what is currently underway in the community and what has changed in the past few years. City staff presented information regarding updates on recent organizational changes, projects planning for the future of the community, major infrastructure improvements, and advances in citizen involvement.

ORGANIZATIONAL CHANGE

The faces in the organization have changed in the past few years. Since 2011, five out of ten executive management team members have changed resulting in a fresh approach and many new ideas, but also meaning a loss of stability and institutional knowledge. The City has a new leadership team, and while the organization may experience some growing pains, there are also many welcome changes which will result in better service to the community. New people have brought many new skills to the organization which has allowed for some restructuring for more efficient service delivery both internally and externally.

Communication has taken center stage in Tualatin. We have a community which is very engaged and involved, and with constantly changing technology and the expectation of immediate access to information the City has been required to change with the times. Tualatin is working to improve its communications both internally and externally. Part of our efforts in the coming years includes looking at how our mission, vision and values are communicated throughout the organization.

PLANNING FOR THE FUTURE

To continue building a great community, the City works diligently with the community, our regional partners, and neighboring jurisdictions to plan for future growth and improvements. There are many efforts currently underway which will help shape Tualatin for decades to come. The City recently completed the Transportation System Plan (TSP) update which helps to identify and prioritize the community's major transportation projects for the next ten years. We continue to plan for transit improvements as well through projects like Linking Tualatin, Metro's SW Corridor Study, and TriMet's SW Service Enhancement Plan. The City is also working on many concept plans for areas including Basalt Creek, Southwest Concept Plan, Stafford, and the Ice Age Tonquin Trail. There are also many other initiatives which are underway or will begin in the coming years including the Tualatin Tomorrow Vision Plan Update, the Economic Development Strategic Plan, and the Parks Master Plan. All of these plans will include comprehensive public involvement strategies, and they will result in a road map for the future of Tualatin.

ENVIRONMENTAL SCAN

INFRASTRUCTURE IMPROVEMENTS

Tualatin has been very responsible in improving, maintaining and investing in its infrastructure. City staff developed the first Capital Improvement Plan (CIP) in 2012 to help in providing a more comprehensive look at the City's infrastructure needs and assist the Council in establishing priorities for infrastructure investments over a five-year period. Some of the major investments in recent years include the complete renovation of the north end of Community Park, the new Gateway entrance at Nyberg and Tualatin Sherwood Road, the expansion of the Juanita Pohl Center, Leveton Drive extension, and the ongoing pavement maintenance which happens throughout the City each year. These improvements help to maintain the quality of life and the infrastructure the Tualatin community expects and makes Tualatin an attractive place in which to locate a business.

CITIZEN INVOLVEMENT

Citizen involvement has been a major focus in Tualatin over the past few years, and the City has done many things to enhance its communication efforts across all departments and has taken a close look at new ways to engage with residents on many important topics. The City launched a new website to improve the City's image and profile, increase citizen self-service capability, and improve overall communications and transparency. The new Citizen Involvement Organization (CIO) Program was also implemented which began as a grass roots effort to organize neighborhood and business groups to help engage citizens in their community. These CIOs have proven to be an effective way to disseminate information across the community. The Police Department's efforts in community policing have been not only effective, but very popular. The Police Department began the Citizen's Police Academy allowing residents to immerse themselves in a hands-on learning experience about the challenges the police encounter in their everyday work. Citizen engagement efforts were recalibrated with the update of the City's Transportation System Plan (TSP). The City embraced new strategies to help engage the entire community in planning for community transportation needs for the next ten years. Tools such as the online forum, an iPhone App, open houses, working groups, outreach at community events, and a task force helped the City to engage a broad and diverse segment of the community. Other programs such as the City's social media efforts, volunteer programs, citizen surveying efforts and more have changed how Tualatin involves citizens.

2020 COUNCIL GOALS

COUNCIL GOAL #1: CONNECTED, INFORMED, AND ENGAGED CITIZENRY

COUNCIL GOAL #2: PROTECT AND EXPAND NATURAL SPACES

COUNCIL GOAL #3: EXPANDED, STRENGTHENED TAX BASE THROUGH SMART, BALANCED GROWTH AND BY ATTRACTING BUSINESSES THAT IMPROVE THE QUALITY OF LIFE AND PROVIDE EMPLOYMENT OPPORTUNITIES IN OUR COMMUNITY

COUNCIL GOAL #4: VIBRANT, ECONOMICALLY VIABLE, THRIVING DOWNTOWN/TOWN CENTER

COUNCIL GOAL #5: ENHANCED/EXPANDED TRANSPORTATION OPTIONS INCLUDING PUBLIC TRANSIT AND REGIONAL CONNECTIONS AROUND TUALATIN

COUNCIL GOAL #6: A LIVABLE, FAMILY-ORIENTED, SAFE, HEALTHY AND ACTIVE-LIVING COMMUNITY

COUNCIL GOAL #7: ACCESSIBLE OPPORTUNITIES FOR LIFELONG LEARNING, WORKFORCE DEVELOPMENT, TRAINING AND EDUCATIONAL INNOVATION AND PARTNERSHIPS

COUNCIL GOAL #8: EXPAND OPPORTUNITIES FOR VIBRANT PARKS AND RECREATIONAL FACILITIES INCLUDING GREENWAY TRAILS AND BIKE/PEDESTRIAN TRAILS

ORGANIZATIONAL WORK PLAN 2013-2015

COUNCIL GOAL #1: CONNECTED, INFORMED, AND ENGAGED CITIZENRY

1.1 Increasing our use of all forms of social media to inform, connect and engage.
Department: All Departments

1.2 Implementing online citizen engagement tools.
Department: All Departments

1.3 Improving information that is available on the web (standard forms, financial information, etc.).
Department: All Departments

1.4 Providing an informative, relevant and timely e-newsletter.
Department: Administration

1.5 Extended use of geographic information systems (GIS) which facilitate self-help and public inquiries.
Department: Information Services

1.6 Assisting the public in understanding the City's Code, getting feedback from the public about needed code changes, and writing clear code going forward, with clean-up of existing code as time allows.
Department: Legal

1.7 Supporting a maturing Citizen Involvement Organization Program.
Department: All Departments

1.8 Participating in non-enforcement activities in the community.
Department: Police

- Tualatin's social media audiences have seen more than 520% increase and we continue to see increases in these numbers.
- The Police Department participates in events such as National Night Out, Halloween Safety Events, Business Safety presentations, Drug Take Back events, the Summer GREAT Camp and so many other non-enforcement type activities.
- The City continues to support the CIO Program. This year the CIO Grant Program was developed, a new decorative sign cap program was established, and the first neighborhood traffic solutions were installed in the Ibach neighborhood.

1.9 Providing more information in Spanish.
Department: All Departments

1.10 Reaching a diverse volunteer base that reflects our diverse population.
Department: Administration

1.11 Improve Tualatin government information that is available at the Library.
Department: Community Services

1.12 Update the Parks Master Plan.
Department: Community Services

1.13 Engage and inform the public in the development of the annual budget and Capital Improvement Plan (CIP).
Department: Finance

1.14 Connect and engage the community through the update of the Tualatin Tomorrow Vision Plan.
Department: Administration

1.15 Assist the community in solving neighborhood traffic issues through the Neighborhood Traffic Solutions Program.
Department: Community Development

1.16 Conduct cross marketing and market research at City events and programs.
Department: Community Services

1.17 Implement a work order system for the public and employees.
Department: Operations

1.18 Assessing satisfaction of programs through a customer satisfaction survey.

Department: All Departments

1.19 Using electronic mechanisms for customer feedback.
Department: All Departments

In 2013, the City completed a statistically valid community survey where 83% rated the overall quality of life in Tualatin as excellent or good.

COUNCIL GOAL #2: PROTECT AND EXPAND NATURAL SPACES

2.1 Increasing awareness, appreciation and use of natural resources.
Department: Community Services

2.2 Promoting and celebrating storm water quality programs and projects.
Department: Community Development

2.3 Maintaining appealing, accessible green and open spaces.
Department: Operations

2.4 Addressing transient camps in our parks and greenways.
Department: Police/Operations

2.5 Update the City's flood plain map.
Department: Community Development

2.6 Reevaluating incentives and tools for landowners to dedicate property.
Department: Community Services

2.7 Acquiring riverfront property.
Department: Community Services

2.8 Utilizing volunteers.
Department: All Departments

Many of these goals are achieved through ongoing activities including acquiring land along the Tualatin River. This past year the City acquired a property on Hazelbrook Road with access to the river and adjacent to one of the City's existing parks. In addition, the City is working with CenterCal to complete a greenway trail behind the new Nyberg Rivers development as a new public amenity and to connect the trail along the River and under I-5.

ORGANIZATIONAL WORK PLAN 2013-2015

COUNCIL GOAL #3: EXPANDED, STRENGTHENED TAX BASE THROUGH SMART, BALANCED GROWTH AND BY ATTRACTING BUSINESSES THAT IMPROVE THE QUALITY OF LIFE AND PROVIDE EMPLOYMENT OPPORTUNITIES IN OUR COMMUNITY

3.1 Update the City's Economic Development Action Plan.
Department: Community Development

3.2 Establish an interdepartmental economic development strike team.
Department: Administration

3.3 Identify and reduce impediments in the City's Code.
Department: Legal

3.4 Complete an infrastructure phasing project for the SW Concept Plan Area.
Department: Community Development

3.5 Address public safety issues (enforcement, congestion, etc.) proactively.
Department: Police

3.6 Maintain and support public infrastructure that supports business.
Department: Operations

3.7 Develop a strong and unified communication effort targeted to business.
Department: Administration/Community Development

3.8 Promote the City's corporate volunteering programs.
Department: Administration

The update of the City's Economic Development Action Plan is currently underway to guide the City's growth in future years.

COUNCIL GOAL #4: VIBRANT, ECONOMICALLY VIABLE, THRIVING DOWNTOWN/TOWN CENTER

4.1 Reconstruct Martinazzi Avenue between Nyberg and Boones Ferry Road.
Department: Community Development

4.2 Update the downtown plan.
Department: Community Development

4.3 Connect the town center area through trails.
Department: Community Services

4.4 Install art in downtown.
Department: Community Services

4.5 Support the Core Area Parking District.
Department: Operations

4.6 Support events that take place in the downtown area.
Department: Operations

4.7 Promote activity in the town center through programs.
Department: Community Services

Tualatin's downtown is transforming through the installation of public art such as the new City Gateway sculpture as well as the reconstruction of Martinazzi Avenue. The development of Nyberg Rivers will dramatically change the face of downtown Tualatin and will attract even more investment in Tualatin's town center.

COUNCIL GOAL #5: ENHANCED/EXPANDED TRANSPORTATION OPTIONS INCLUDING PUBLIC TRANSIT AND REGIONAL CONNECTIONS AROUND TUALATIN

5.1 Design and construct 124th Avenue.
Department: Community Development

5.2 Communicate progress and engage in the process on the Oregon Passenger Rail Project.
Department: Community Development

5.3 Complete the Leveton Drive project.
Department: Community Development

5.4 Support the SW Corridor Plan project.
Department: Community Development

5.5 Finish the Linking Tualatin project.
Department: Community Development

5.6 Enhance local transit service.
Department: Community Development

5.7 Support the implementation of the Transportation System Plan (TSP).
Department: Community Development

5.8 Promote the use of public transit to City employees.
Department: Administration

5.9 Maintain the City's road system.
Department: Operations

- Design of 124th Avenue was completed in 2013. Funding for construction has been allocated.
- TriMet is working with the City on the SW Service Enhancement Plan to identify transit needs in Tualatin and develop transit solutions.
- The Leveton Drive project was completed in 2013.
- The City continues to promote carpooling for employees and provides discounts for transit passes to encourage other forms of transportation.

5.10 Partner with TriMet to create a sense of safety for those using public transit.
Department: Police

5.11 Promote biking, safety and "Share the Road."
Department: Community Services

5.12 Secure funding for bike/pedestrian trails.
Department: Community Services

ORGANIZATIONAL WORK PLAN 2013-2015

COUNCIL GOAL #6: A LIVABLE, FAMILY-ORIENTED, SAFE, HEALTHY AND ACTIVE-LIVING COMMUNITY

6.1 Analyze a K-9 drug detection program.
Department: Police

6.2 Use community programs to promote health and wellness.
Department: Community Services

6.3 Update the City's street ADA compliance plan.
Department: Community Development/Legal

6.4 Maintain current level of public safety service in the schools.
Department: Police

6.5 Expanding opportunities for families (children of all ages) to volunteer.
Department: Administration

6.6 Participate in the Healthy Eating Active Living (HEAL) campaign.
Department: Community Services/Administration

6.7 Engage the major healthcare providers in Tualatin.
Department: Community Services

6.8 Continue to set maintenance standards and efficient practices that provide for attractive neighborhoods, parks, roads, and public spaces.
Department: Operations/Community Services

6.9 Enhance the City's wellness program as an employer.
Department: Administration

6.10 Ensure emergency preparedness for our public infrastructure (water, sewer, etc.).
Department: Operations

The Police Department purchased a new drug detection K-9 in 2013.

6.11 Work on a mid-block pedestrian crossing policy.
Department: Community Development

6.12 Enforce the code for livability issues.
Department: Police

COUNCIL GOAL #7: ACCESSIBLE OPPORTUNITIES FOR LIFELONG LEARNING, WORKFORCE DEVELOPMENT, TRAINING AND EDUCATIONAL INNOVATION AND PARTNERSHIPS

7.1 Facilitate job search skills and job training for the community.
Department: Community Services

7.2 Lobby for better transit access to OIT and PCC.
Department: Community Development

7.3 Expand our partnership with PCC for programs and activities.
Department: Community Services

7.4 Promote staff development and training opportunities to encourage and maintain an energetic, professional and engaged workforce.
Department: All Departments

7.5 Deliver programs that facilitate learning.
Department: Community Services

7.6 Bring together the educational sector through Tualatin Tomorrow.
Department: Administration

7.7 Put WiFi and/or fiber throughout the City.
Department: Information Services

- The Tualatin Library and the Juanita Pohl Center have held classes to assist people with job searches and resumes.
- The City continues to work with Portland Community College in their lobbying efforts for better transit access to the PCC campus from Tualatin.
- In 2013, Tualatin Tomorrow hosted the Community Education Forum where representatives from PCC, Oregon Institute of Technology, Horizon Christian Schools, CLIMB, Tigard Tualatin School District and local businesses came together to discuss community education needs for K-12 and the general workforce.

COUNCIL GOAL #8: EXPAND OPPORTUNITIES FOR VIBRANT PARKS AND RECREATIONAL FACILITIES INCLUDING GREENWAY TRAILS AND BIKE/PEDESTRIAN TRAILS

8.1 Update the Parks Master Plan.
Department: Community Services

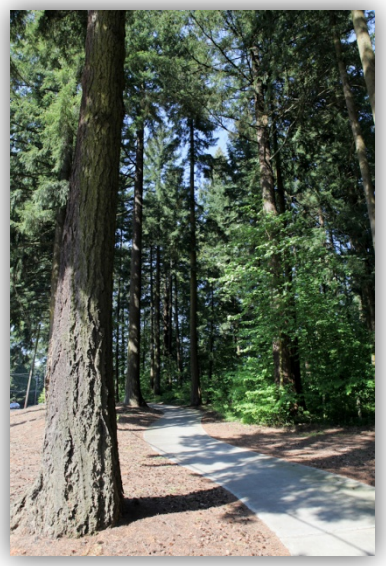
8.2 Educate and use the CIOs for crime prevention in the parks.
Department: Police/Community Services

8.3 Work with private developers to build the City's trail system.
Department: Community Services

8.4 Plan and preserve natural resources through the Basalt Creek Concept Plan.
Department: Community Development/Community Services

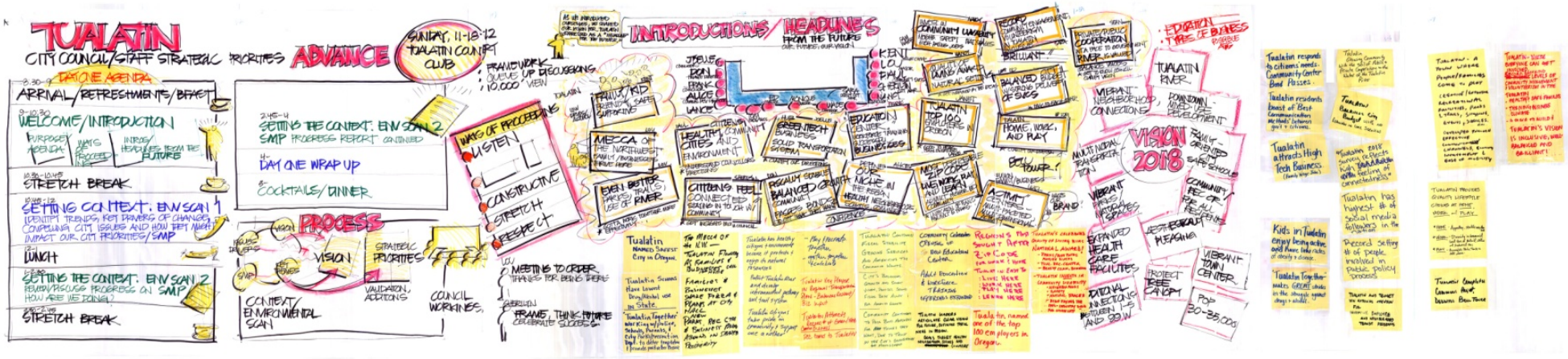
8.5 Investigate a geocaching program for exploring our community.
Department: Community Services

8.6 Support implementation of the Ice Age Tonquin Trail.
Department: Community Services



The City continues to work on connecting the community through our trails network. In 2013, the City applied for a grant to help fund construction of the trail along the river adjacent to the Nyberg Rivers development.

APPENDIX


TUALATIN
CITY COUNCIL/STAFF STRATEGIC PRIORITIES
ADVANCE
SUNDAY, 11-18-12
TUALATIN COUNTRY CLUB
DAY ONE AGENDA
ARRIVAL/REFRESHMENTS/BFAST
WELCOME/INTRODUCTION
STRETCH BREAK
SETTING CONTEXT: ENV SCAN 1
LUNCH
SETTING THE CONTEXT: ENV SCAN 2
STRETCH BREAK
SETTING THE CONTEXT: ENV SCAN 2
SMP PROGRESS REPORT CONTINUED
DAY ONE WRAP UP
COCKTAILS/DINNER
WAY OF PROCEEDING
LISTEN
CONSTRUCTIVE
STRETCH
RESPECT
PROCESS
VISION
STRATEGIC PRIORITIES
VALIDATION, ADDITIONS
COUNCIL WORKTIMES
CONTEXT/ENVIRONMENTAL SCAN
MEETING TO ORDER
THANKS FOR BEING THERE
FRAME, THINK FUTURE
CELEBRATE SUCCESS
INTRODUCTIONS/HEADLINES
FROM THE FUTURE
MECCA OF THE NORTHWEST
HEALTH CITIES AND ENVIRONMENT
GREEN TECH BUSINESS
EDUCATION
TUALATIN TOP 100 EMPLOYERS IN OREGON
HOME, WORK, AND PLAY
VISION 2018
TUALATIN RIVER
VIBRANT NEIGHBORHOOD CONNECTIONS
DOWNTOWN AREA DEVELOPMENT
FAMILY-ORIENTED SAFE SCHOOLS
COMMUNITY FREE OF FEAR AND OFFENSE
MULTI MODAL TRANSPORTATION
VIBRANT PARKS/NATURAL SPACES
EXPANDED HEALTH CARE FACILITIES
VIBRANT TOWN CENTER
PROJECT TREE CANOPY
POP 30-35,000
Tualatin responds to citizens' needs. Community Center Bond Passes.
Tualatin residents boast of Best Communities by Money Magazine
Tualatin attracts High Tech Business
Kids in Tualatin enjoy being active and have low rates of obesity & disease.
Tualatin has highest % of social media followers in the region
Record setting # of people involved in public policy process
Tualatin Together makes GREAT strides on the obesity issue (kids & adults)
Tualatin Complete Community Award: Lowest Crime Rate
Tualatin Provides Quality Lifestyle Choices at Home, Work, and Play
Tualatin Together Working w/Parents, Schools, Parents & City/Neighborhoods on Dept. to deliver programs & provide particular focus
Tualatin Has Healthy Citizens & environmental issues of protects & repair of natural resources
Tualatin Has Strong Partnerships
Tualatin Has Strong Business Base - Balancing Growth & Quality
Tualatin Offers Quality Education & Training Opportunities Exceeding Expectations
Tualatin Together Support of Schools Continues
Tualatin Continues Focus Strategy Of Growth Surrounding Our Amenities The Commons Mall
City's Resources Should Be Spent Where Most Need Due to Their Impact on Our Community
Community Continues To Have Best Amenities For Its Size Which Makes Our Town Unique In Region
Community Continues To Have Best Amenities For Its Size Which Makes Our Town Unique In Region
Tualatin Is Attractive Place To Live Work & Play
Tualatin Is Known For Its Quality Of Life
Tualatin Is Known For Its Quality Of Life
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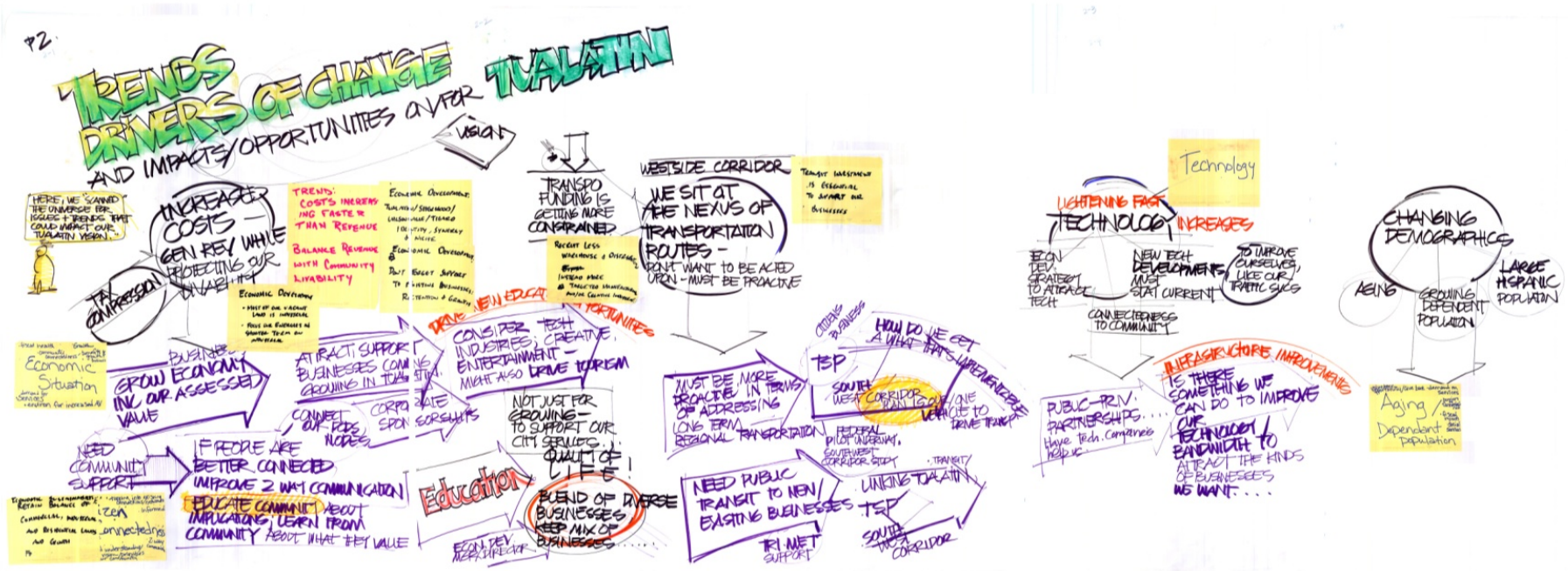
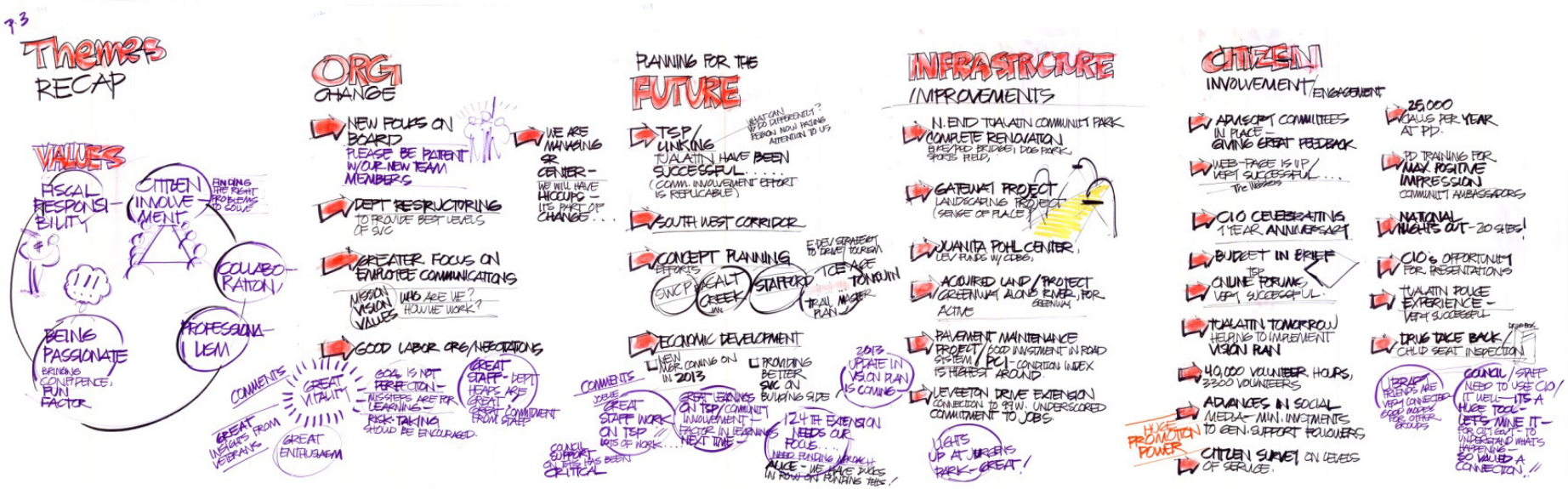
APPENDIX



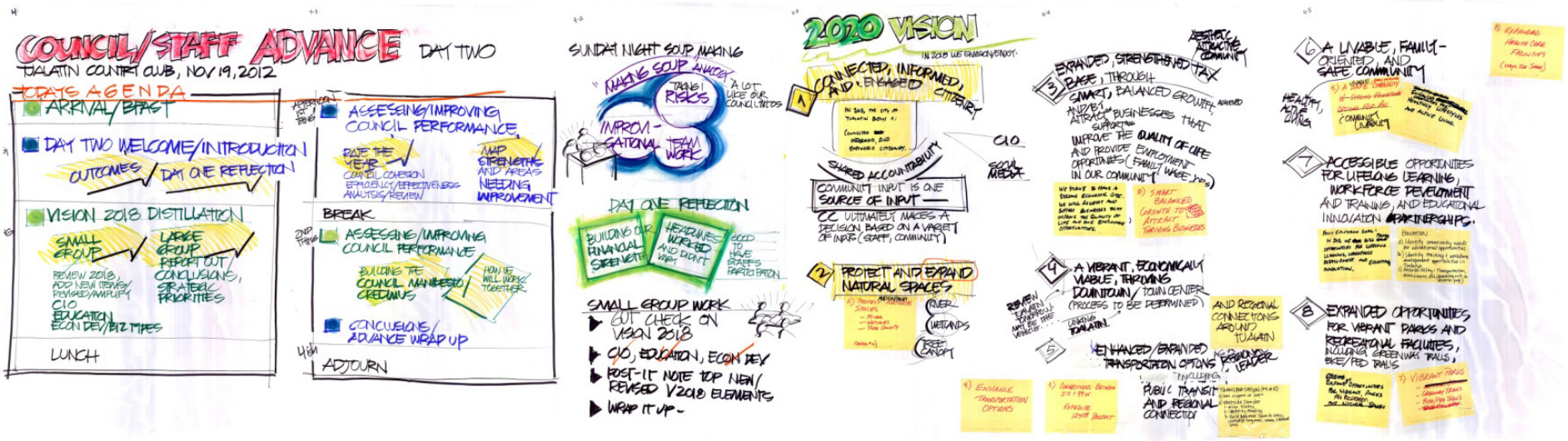
Graphics from Council Advance Day 1: Drivers of Change
Graphics by Jim Oswald, facilitator

APPENDIX



Graphics from Council Advance Day 1: Environmental Scan
Graphics by Jim Oswald, facilitator

APPENDIX



Graphics from Council Advance Day 2: 2020 Vision
Graphics by Jim Oswald, facilitator