

# CITY OF WILSONVILLE

2025-2027 CITY COUNCIL  
GOALS + ACTION PLAN



SSW CONSULTING



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# INTRODUCTION

The City of Wilsonville is pleased to present the summary of the 2025 Council Retreat.

On March 14-15, 2025, the City Council and Leadership Team gathered to develop Council Goals to set policy direction for the future of the Wilsonville community and city organization. The 2025-2027 Council Goals will guide the organization in serving the community over the next two years.

To guide this process, the City engaged SSW Consulting, a professional facilitation and strategic planning firm. The retreat aimed to achieve the following outcomes:

- Conduct team building with the City Council to improve relationship intelligence and team dynamics using the Crucial Learning Strength Deployment Inventory (SDI 2.0)
- Orient the Council to their roles and conduct training on being an effective City Councilor in Wilsonville
- Build a shared understanding of the current community and organizational context in Wilsonville, including current City work underway and opportunities and challenges on the horizon
- Develop City Council goals focused on measurable outcomes to provide direction to the City's leadership team

In advance of the retreat, SSW Consulting conducted individual outreach interviews with the Mayor and City Council to gather input on desired outcomes for the retreat, priorities for the future, and any opportunities and challenges that should be considered in the goal-setting process.

During the retreat, Council worked with staff to develop the goals to be responsive and relevant to the developments within the community and Council's shared vision for the future. They collaborated to assess current factors, trends, and considerations within the community and organization to develop clear and measurable goals to guide the work of the City. Staff will develop the biennial budget to align with the Council's goals and support implementation.

In addition to setting Council goals, the Council retreat is an opportunity to foster a cohesive team amongst Council and with staff. The Wilsonville team participated in team-building, SDI 2.0 training, and discussions about how to work together more effectively. Their shared partnership supports the effective advancement of the goals to ultimately improve and enhance prosperity, resiliency, and enjoyment for all in Wilsonville.

# WILSONVILLE TEAM

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## CITY COUNCIL

**Shawn O'Neil**, Mayor

**Caroline Berry**, Council President

**Katie Dunwell**, Councilor

**Adam Cunningham**, Councilor

**Anne Shevlin**, Councilor

## LEADERSHIP TEAM

**Bryan Cosgrove**, City Manager

**Jeanna Troha**, Assistant City Manager

**Amanda Guile-Hinman**, City Attorney

**Kim Veliz**, City Recorder

**Chris Neamtzu**, Community Development Director

**Keith Katko**, Finance Director

**Matt Lorenzen**, Economic Development Manager

**Andy Stone**, Information Technology Director

**Shasta Sasser**, Library Director

**Kris Ammerman**, Parks and Recreation Director

**Rob Wurpes**, Police Chief

**Delora Kerber**, Public Works Director

**Dwight Brashear**, Transit Director

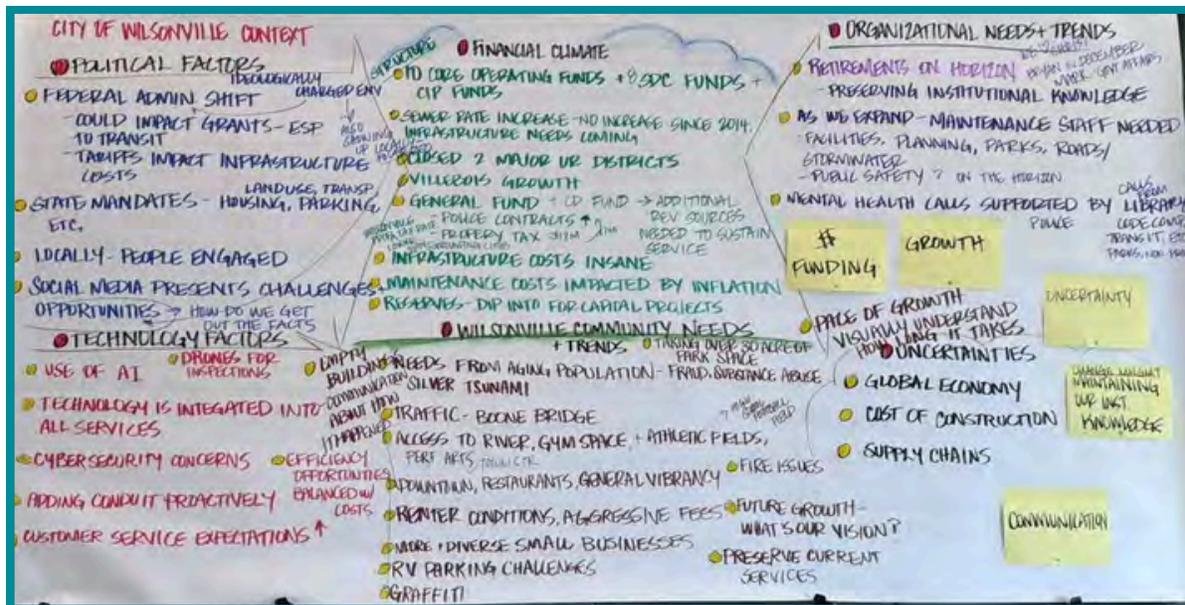


# ENVIRONMENTAL SCAN

## Understanding the Current Context

To build a shared understanding to inform the goal-setting process, Council and staff completed a context mapping exercise to assess the current environment in Wilsonville. The team explored internal considerations, such as upcoming and current work underway within City departments and organizational needs and trends. Similarly, the team discussed external considerations, including community needs, political factors, economic climate, technology factors, and uncertainties.

Through the discussion, the team identified key areas for the Council to address in the goal-setting process. By understanding the current context for where the community and organization is today, Council can respond with relevant and responsive goals to lead the organization into the future. The following notes and graphics summarize the results of the discussion.



## 2025 City Department Updates

**Public Works:** Public Works boosted emergency preparedness through resources and events, completed police building renovations and a significant LED street light phase. Ongoing work includes the final LED phase, energy management, wastewater permit renewal, continued emergency preparedness efforts, catch basin program updates, and security upgrades. Future plans involve funding HVAC and interior LED replacements

**Smart Transit / Fleet:** SMART/Fleet completed CNG/electric vehicle upgrades and a fueling system improvement. Current projects include a large parking lot expansion with an automated bus wash (summer 2025) and a regional customer service center opening in spring 2026. Continued smooth operations are anticipated.

**Information Technology:** IT completed significant system upgrades, including the ERP. Current work focuses on cloud migration for redundancy and enhanced cybersecurity. Future plans involve expanding the City's fiber connectivity.

**Library:** The Library is nearing completion of its current strategic plan (2022-2026), emphasizing outreach, partnerships, and school engagement. Current work includes collection analysis and children's patio improvements. Upcoming priorities are teen space/services, marketing plan updates, and starting a new strategic plan.

**Parks + Recreation:** Parks + Recreation built on prior planning, confirmed priority projects, and updated park SDCs. Recent achievements include athletic field lighting and disc golf improvements. Ongoing projects involve park and public art developments. Future focuses include exploring a park utility fee and bond, and establishing arts funding and a cultural center.

**Finance:** Finance focused on consistent financial data, collaboration, and continuous improvement. Current priorities are a utility rate study, infrastructure financing, and the FY 2025-26 budget. Future efforts will balance financial sustainability with service levels by exploring funding options and collaborating with other departments.

**Community Development:** Community Development built on past master planning and infrastructure goals. Current planning efforts include land readiness, housing analysis, and Comprehensive/Transportation Plan updates, alongside ongoing engineering, building, and economic development projects.

**Public Safety:** Public Safety completed the police building remodel and added staff. Current focus is community visibility and exploring an E-bike program, while participating in the Traffic Concerns Team. Future considerations involve monitoring staffing needs and potentially adding behavioral health support positions.

## Political Factors

The team discussed the potential impacts of a federal administrative shift on grant funding, particularly for transit, and the effects of tariffs on infrastructure costs. They also addressed state mandates related to land use, transportation, housing, and parking. Local engagement was noted, along with the challenges and opportunities presented by social media in disseminating accurate information. The team acknowledged the ideologically charged environment and its local manifestations, highlighting the need to navigate polarization.

## Economic Climate

The team reviewed the city's financial structure, encompassing core operating funds, System Development Charge (SDC) funds, and Capital Improvement Project (CIP) funds. They addressed the necessity of a sewer rate increase due to infrastructure needs and the impact of closed urban renewal districts. The discussion covered the need for additional revenue sources to sustain services, rising police contract costs, property tax considerations, inflated infrastructure and maintenance costs, and the use of reserves for capital projects.

## Organizational Needs/Trends

The team focused on impending retirements and the importance of preserving institutional knowledge. They discussed the need to expand maintenance staff to support city growth across facilities, planning, parks, roads, and stormwater. Public safety considerations were raised, particularly regarding mental health calls and the collaborative support from various city departments and non-profits.

## Technology Factors

The team explored the integration of technology, including AI, into city services and addressed cybersecurity concerns. They discussed the proactive installation of conduit, rising customer service expectations, balancing efficiency opportunities with costs, and technological changes impacting inspections.

## Community Needs/Trends

The team identified needs related to an aging population, including fraud and substance abuse issues, and the impact of the "silver tsunami." They discussed traffic congestion, access to recreational and cultural amenities, downtown vibrancy, renter conditions, fire issues, and the city's vision for future growth. The team also addressed the preservation of current services, the need for diverse small business options, RV parking challenges, graffiti, the acquisition of park space, communication regarding empty buildings, and the pace of growth.

## Uncertainties

The team acknowledged uncertainties related to the global economy, construction costs, and supply chains, recognizing the potential impact of these factors on the city's operations and planning.

## Overall Themes

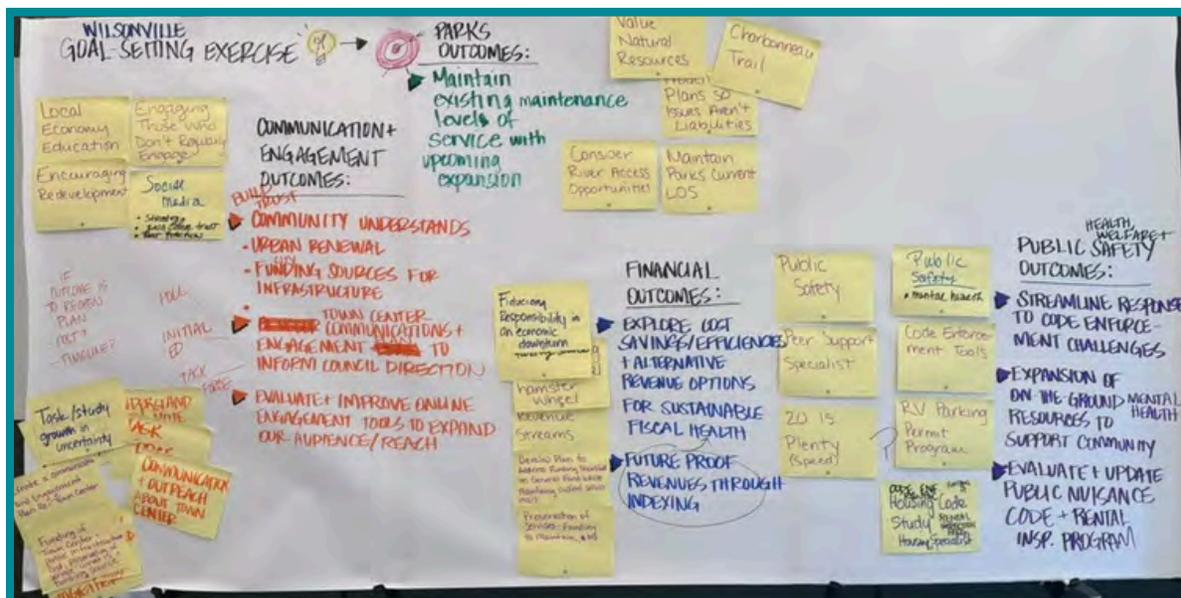
The context mapping exercise revealed several recurring themes. Funding and financial sustainability emerged as significant concerns, alongside general uncertainties both locally and globally. Effective communication, both internally and with the community, was identified as crucial for navigating these challenges and fostering trust. The city's rapid growth necessitates strategic change management and a focus on preserving institutional knowledge amidst potential staff transitions.

# GOAL-SETTING PROCESS

Building upon the context mapping exercise, the team transitioned to goal-setting for the 2025–2027 fiscal period. They worked to envision success and progress, define desired outcomes, and collaboratively refine their ideas for supporting actions to advance each goal.

To inform the goals, they reflected on the past year's accomplishments and the challenges and opportunities identified during the earlier environmental scan. One major theme of these discussions was the Town Center Plan and how to move forward in a way that best serves the community. The team broke into small groups for targeted discussions on specific goal areas, including financial health, public safety, parks, and communications and engagement.

When each group presented their findings to the larger team, the Council engaged in a facilitated discussion, providing clarity and direction for staff actions. Through this process, they reached a consensus on draft goals and actions for the next two years. Following the retreat, the Council prioritized these actions, providing staff with a clear roadmap for goal tracking and implementation.





# CITY COUNCIL GOALS

## CITY OF WILSONVILLE • 2025-2027



### FINANCIAL HEALTH

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- Explore cost savings/efficiencies and alternative revenue options for sustainable fiscal health

### PUBLIC SAFETY

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- Streamline response to code enforcement challenges
- Expand on-the-ground mental health resources to support community
- Evaluate rental inspection program



### PARKS

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- Maintain existing maintenance levels of service with upcoming expansion (approx 30 acres)

### COMMUNICATIONS + ENGAGEMENT

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- Community understands Town Center Plan, Urban Renewal, and other funding sources for infrastructure through engagement to inform Council direction
- Evaluate and improve online engagement tools to expand audience and reach



# GOAL 1: FINANCIAL HEALTH



**Outcome:** Explore cost savings/efficiencies and alternative revenue options for sustainable fiscal health

**Lead:** Finance Director

**Timeline:** Start Q2 2025; complete by budgeting process for FY 26 (Q1-Q2 2026)

## STRATEGIES

- 1.1 Analyze and quantify possible increased revenue generation options, including standardized indexing for all fees, increasing privilege tax percentages, and possible police levy with estimates of revenue generated
- 1.2 Analyze and quantify possible cost-saving options, including reclaimed water for parks irrigation; strategic energy management within city facilities; targeted outsourcing; organizational efficiencies; level of service reductions

## GOAL 2: PUBLIC SAFETY



**Outcome:** Streamline response to code enforcement challenges

**Lead:** City Attorney

**Timeline:** Start Q2 2025; complete by Q3 2026

### STRATEGIES

- 2.1 Investigate enforcement solutions for RVs (and examine abandoned vehicle definition in code)
- 2.2 Update Chapter 1 code enforcement process and penalties (incl. admin process instead of police citation)
- 2.3 Update Nuisance code provisions, with particular review of noxious vegetation, property appearance, noise, and other chronic nuisances
- 2.4 Investigate developing a graffiti enforcement/reward program
- 2.5 Review Clack Co administrative warrant process and consider whether City should adopt a similar local process

**Outcome:** Expand on-the-ground mental health resources to support community

**Lead:** City Attorney

**Timeline:** Start Q2 2025; implement by Q3 2025. Council review of pilot project in Q1/Q2 2026

### STRATEGIES

- 2.6 Develop pilot program for contracted peer support specialist

**Outcome:** Evaluate rental inspection program

**Lead:** Building Official

**Timeline:** Start Q2 2025; complete by Q2 2026

### STRATEGIES

- 2.7 Undertake comparative analysis of other cities' rental inspection programs
- 2.8 Investigate developing a local Rental Inspection Program and related funding for program support

## GOAL 3: PARKS



**Outcome:** Maintain existing maintenance levels of service with upcoming expansion (approx 30 acres)

**Lead:** Parks and Recreation Director

**Timeline:** Start: Q2 2025; Complete by Q4 2025; seek implementation of maintenance fee beginning FY26

### STRATEGIES

- 3.1 Educate about capital improvement projects from master plans and parks bond task force work and established maintenance standards from Parks & Recreation Master Plan
- 3.2 Hire staff for future park/trail maintenance about to become responsibility of City
- 3.3 Evaluate maintenance fee to fund maintaining current parks level of service

# GOAL 4: COMMUNICATIONS + ENGAGEMENT



**Outcome:** Community understands Town Center Plan, Urban Renewal, and other funding sources for infrastructure through engagement to inform Council direction  
**Lead:** City Manager + Assistant City Manager  
**Timeline:** Start Q2 2025

## STRATEGIES

- 4.1 Hire consultant to develop and conduct education and outreach campaign on Town Center Plan, Urban Renewal, and other infrastructure funding sources
- 4.2 From outreach campaign, if specific areas of interest to review/reevaluate, develop strategy for such review to occur with specific policy recommendations as outcome

**Outcome:** Evaluate and improve online engagement tools to expand audience and reach  
**Lead:** Communications and Marketing Manager  
**Timeline:** Start Q2 2025

## STRATEGIES

- 4.3 Develop system(s) for tracking information/measures of success for different policies (e.g., tourism, housing)
- 4.4 Consider re-establishing/reimagining internal communications group
- 4.5 Review and evaluate outreach best practices for consistency and reach
- 4.6 Provide education on current communication strategies/opportunities (incl. recommended outreach policies reviewed by DEI Committee)

# IMPLEMENTATION + PROGRESS REPORTING

The Council and staff have established the following process to support accountability and transparency in the implementation of the goals and strategies.

City staff will present quarterly updates to City Council on the goals and strategies. These updates will include any progress to advance the goals, reporting on success measures, challenges to be addressed, and areas needing clarification and/or further direction from Council. Additionally, staff will highlight any goals and strategies in relevant staff reports. Staff will continue to provide real-time updates Council on any projects.

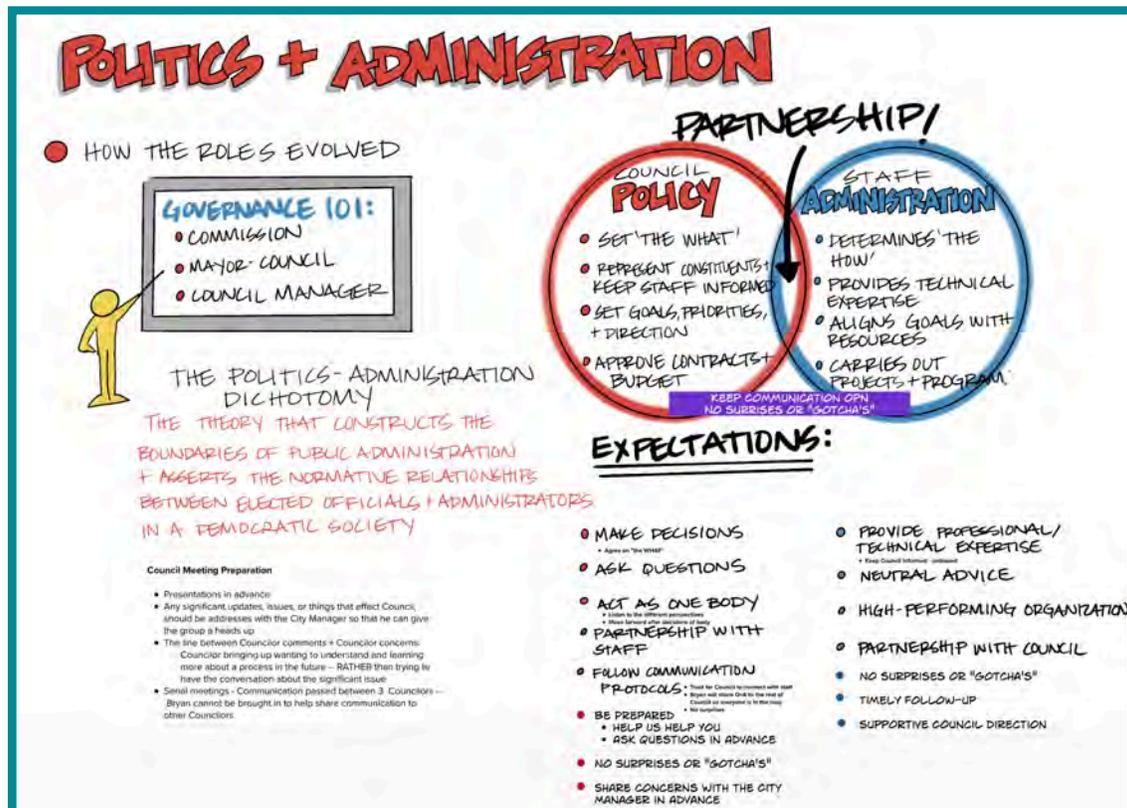


# PARTNERSHIP + COMMUNICATION

## Roles + Agreements for Success

Aiming to strengthen their partnership and operational effectiveness, the Council and staff participated in key team-building activities. This included an overview of the Council-Manager form of government, clarifying their distinct yet collaborative roles in serving the Wilsonville community, and a discussion of expectations for their partnership, including preparation for Council meetings (as shown in the graphic below).

To further enhance internal dynamics, the group also engaged in TotalSDI training, which provided insights into individual communication styles, fostering stronger relationships, productive conflict resolution, and the strategic use of individual strengths to achieve shared outcomes. Their dedication to transparency, professionalism, and collaboration is documented in the team agreement on page 20 of this report.



## Expectations of Council

The council agreed to function as a unified body, prioritizing informed decision-making based on thorough preparation and proactive communication. They committed to asking clarifying questions, acting in partnership with staff, and adhering to established communication protocols, ensuring transparency and avoiding surprises by sharing concerns with the City Manager in advance.

## Expectations of Staff

Staff are expected to provide unbiased professional and technical expertise, ensuring the council is well-informed and supported. They are to maintain a high-performing organization, fostering a strong partnership with the council through timely follow-up and open communication, avoiding surprises and adhering to supportive council direction.

## Council Meeting Preparation + Communication

To ensure efficient meetings and avoid misunderstandings, all significant updates or concerns should be shared with the City Manager for distribution to the council. Council members are to differentiate between informational inquiries and issue-driven discussions, and avoid serial meetings that bypass the City Manager's role in facilitating communication.



# TEAM AGREEMENT

CITY OF WILSONVILLE • 2025-2027

## WE COMMIT TO . . .

### TRANSPARENCY

We prioritize open and honest communication, sharing information proactively to build trust and understanding. awareness.

### PROFESSIONALISM

We maintain high standards of professional conduct, providing and receiving unbiased expertise and direction.

### COLLABORATION

We value diverse perspectives and commit to working together as a unified team to achieve shared goals.

### CLARITY

We clearly define the "WHAT" of decisions and distinguish between questions for learning and those for problem-solving.

### PREPARATION

We ensure thorough preparation for meetings and discussions, with clarifying questions asked in advance to support informed decision-making.

### COMMUNICATION PROTOCOLS

We follow established communication protocols, routing pertinent information through the City Manager to ensure comprehensive awareness.

# CITY OF WILSONVILLE

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