



Organizational Strategic Plan 2023-2025

May 1, 2023

Web: corneliusor.gov

Email: info@corneliusor.gov

Cornelius
Oregon's Family Town

TABLE OF CONTENTS

INTRODUCTION _____	3
OUR TEAM _____	4
VALUES _____	5
VISION AND MISSION _____	6
SETTING THE CONTEXT _____	7
GOALS AND ACTIONS _____	8
PROGRESS REPORTING AND PLAN UPDATES _____	11
APPENDIX – ACCOMPLISHMENTS 2021-2022 _____	12

INTRODUCTION

The City of Cornelius is pleased to present this organizational Strategic Plan covering 2023-2025. The City has historically developed City Council goals with a two-year horizon. The intent of developing this Plan is to:

- ❖ Acknowledge and celebrate recent accomplishments;
- ❖ Align the organization’s vision with that of the community;
- ❖ Identify shared goals to guide strategic and day-to-day work and investments;
- ❖ Clarify understanding within the organization of the roles of City Council and staff;
- ❖ Highlight the ways that the organization can perform at a high level; and
- ❖ Help build collaboration and alignment between City Council and staff.

The last set of goals formally adopted by City Council were approved in 2019. There were a total of five goals and 26 objectives (actions). A Council and staff retreat was held in 2021 to update the Council goals, which were established in draft. The 2021 draft also contained five goals, comprised of 19 strategies (actions). The draft goals were never formally adopted, and in February 2023 a Council and staff retreat was held to revisit them, recommend updates, and produce this organizational Strategic Plan. The Plan, includes an organizational vision, mission, values, goals, and actions to guide the organization’s work for the next two years. The Plan also recommends a process to ensure reporting and accountability, and a timeline for revisiting and updating the Plan.

The City will work on these goals while implementing the City’s other plans and maintaining core City services. We look forward to work with our local and regional partners as we set out to achieve these goals.

- *Cornelius City Council + Staff Leadership Team*

Cornelius is welcoming, inclusive, and collaborative; strives to build trust and community for all; and honors our past while embracing a shared future, built on equity and sustainability

--Cornelius Organizational Vision Statement

OUR TEAM

City Council

Mayor Jeff Dalin

Council President John Colgan

Councilor Angeles Godinez

Councilor Doris Gonzalez

Councilor Eden Lopez

Former Councilor Luis Hernandez

Staff Leadership Team

Peter Brandom, City Manager

Mark Crowell, Public Works Director

Barbara Fryer, Community Development Director

Jim Geering, Fire Chief

Karen Hill, Library Director

Ellie Jones, Finance Director

Bob Ray, Police Chief

Debby Roth, City Recorder

VALUES

Values express how elected leadership, senior staff and employees will strive to work together to achieve the mission. They provide guideposts for the team and leadership to stay focused on the long term while delivering core City services.

Be Accountable – provide clear goals for the team and report progress regularly

Develop target timelines and milestones, and regular reporting process to ensure accountability and transparency

Connect budget decision packages to goals

Be Prepared – strive to review material in order to be as informed as possible for decision making

Council read staff updates and ask questions to seek clarity

Staff provide information to Council as early as feasible to provide for adequate review time

Foster a Team Approach – recognize and honor roles to support a high performing team

Council communication with staff should start with the City Manager

Staff will strive to be clear in requests for Council direction

Council will strive to respond to the City Manager and provide real time feedback as needed

VISION AND MISSION

Aligning With the Vision

To align the group around a future state of mind, in 2021 the team imagined how they wanted Cornelius to look, feel and function five years into the future. The team discussed what a movie featuring Cornelius in five years might feature. They imagined the movie poster, what the key story lines would include, the cast and crew, and what others in the community might say about the film. This exercise produced a draft vision, which was revisited and modified by the group in 2023.

Vision

Cornelius is welcoming, inclusive, and collaborative; strives to build trust and community for all; and honors our past while embracing our future, built on equity and sustainability.

Mission

To promote community involvement in building a safe, inclusive, and sustainable community by providing equitable access to fair, efficient, and effective public services.

GOALS AND ACTIONS

Goal	Actions	Action Lead	Timeline
<i>Communications and Community Engagement</i>			
1 – Enhance the City’s communication and engagement to be more representative and equitable	1.1 Evaluate current community events and identify opportunities to revamp and diversify events and activities	Senior Leadership Team	1-2 years
	1.2 Develop partnerships to support events and to increase engagement	Senior Leadership Team	Ongoing
	1.3 Develop a communication and engagement strategy to ensure that all residents have equal and equitable access to engagement and business with the City	Administration	1-2 years
<i>Efficient, Engaged and Responsive Organization</i>			
2 – Increase connectivity and engagement and improve culture within the City organization	2.1 Conduct more outreach to attract staff and volunteers that reflect the diversity of the community	Administration	Ongoing
	2.2 Identify and evaluate tools and technology that support effective staff connectivity and engagement	Senior Leadership Team	1-2 years, Ongoing
	2.3 Conduct employee engagement to define customer service expectations and to develop strategies to enhance our organizational culture	Administration	1-2 years
	2.4 Develop a succession strategy for the City’s Senior Leadership Team	Administration	1-2 years

Goal	Actions	Action Lead	Timeline
	2.5 Continue governance discussion through the Fire Task Force regarding fire service changes	Fire, Administration	1-2 years
	2.6 Establish sustainable funding and organizational structure for Cornelius Fire Department	Administration, Fire	3-4 years
	2.7 Develop recreation facilities, programming, and related partnerships	Public Works	3-4 years
<i>Community Vision</i>			
3 – Establish a shared community vision for Cornelius	3.1 Develop a 20-year community Vision Plan	Community Development	1-2 years
<i>Community Safety</i>			
4 – Ensure safety for all community members	4.1 Support schools, community partners and community members to reduce crime, violence, graffiti, and other safety problems	Police	Ongoing
	4.2 Develop plans to ensure community and organizational resilience to natural and other disasters	Fire, Public Works	3-4 years
<i>Infrastructure</i>			
5 – Develop the necessary infrastructure to meet the growth, service demands, and emergency preparedness needs of the community	5.1 Conduct financial analysis to explore options to support the community's growth demands and City revenues	Administration	1-2 years
	5.2 Work with local nonprofits to support utility assistance post-pandemic	Administration	1-2 years
	5.3 Evaluate the community's broadband infrastructure and identify needs for future improvements	Administration	Ongoing

Goal	Actions	Action Lead	Timeline
	5.4 Develop water source and related infrastructure options	Administration, Public Works	3-4 years
	5.5 Continue to advocate for and work on safety improvement measures on TV Highway east, through and west of Cornelius	Public Works	1-2 years, Ongoing
	5.6 Support development of the Council Creek Regional Trail	Community Development	Ongoing
	5.7 Expand mobility options (transit, trails, paths)	Public Works, Community Development	3-4 years
<i>Community and Economic Development</i>			
6 – Identify community and economic development opportunities to support the community’s needs	6.1 Use ARPA funds to implement the Cultural District Plan	Community Development	1-2 years
	6.2 Develop an Anti-Gentrification and Anti-Displacement Plan	Community Development	1-2 years
	6.3 Advocate for addition to the City’s industrial and residential land inventory through Urban Grown Boundary (UGB) expansion	Community Development, Administration	Ongoing

PROGRESS REPORTING AND PLAN UPDATES

In order to ensure accountability and transparency in Plan implementation, regular progress reporting and Plan updates will be done as follows.

- Staff Agenda Reports will include a section that identifies and discusses relevant Strategic Plan goals and actions that relate to the topic of the Agenda Report
- Staff will provide City Council with regular, periodic updates on Plan implementation progress
- Budget requests and decisions will be tied to Plan goals, and conversely Plan and goal updates will include budget related context
- A Plan update will be considered in 2025, which may coincide with the onboarding of new City Councilors, depending on election results

APPENDIX – ACCOMPLISHMENTS 2021-2022

Administration

Adopted a balanced budget, received the GFOA Budget Award, and produced a 5-year revenue/expense projection for future planning

Completed a timely Audit, received the ACFR & PAFR budget awards

Updated and expanded upon the 20-year Capital Improvement Program (CIP)

Maintained services during the COVID pandemic

Allocated Federal ARPA funds to community-based and organizational needs

Completed the transition from manual to automated meter reading for more accurate reading/billing and reduction in staff time

Coordinated successful City Manager recruitment

Community Development

Processed over 500 design review applications, facilitated construction of over 400 homes

Processed an application to bring over 300 new market rate apartments to the city

Processed applications to fill the City's industrial area

Held one Planning Commissioner training session

Completed the Housing Needs Analysis

Completed the Housing Choices Project (Middle Housing) required by State law

Joined and helped lead advocacy for changes to new Climate Friendly and Equitable Communities State planning regulation

Initiated and co-led advocacy for Urban Growth Boundary expansion at the State Legislature

Fire

Secured \$35,000 grant from the State Fire Marshall's Office for staffing support, resulting in formation of the Peak Activity Unit (PAU), which augments existing staff

Responded to the COVID pandemic while adhering to all regulations and employee requirements for "mandatory workers." Required firefighters to re-think roles as first responders, maintained emergency services while protecting employee safety, health, and wellness

Successfully re-started the annual Fire Open House

Successfully met significantly increased demand in call volume, which increased over 14%

Held two promotional processes and made internal promotions for Captain and Lieutenant

Filled positions vacated through retirements and resignations

Resumed bi-monthly meetings between labor and management with a focus on open communication, trust, and mutual respect

Instituted all-Officer meetings as a way to provide communication up and down through the Department

Successfully negotiated a bargaining contract between the City of Cornelius and the Local 1660

Successfully filled a gap in ambulance service delivery by fulfilling our expectation to never say, "that's not my job"

Administered two volunteer recruit fire academies

Instituted a new partnership with Forest Grove High School and created a cadet program of instruction to benefit young adults who live in Cornelius

Library

Created 932 new individual/household library accounts

Restored public services to pre-pandemic levels

Welcomed 69,386 patron visits into the library

Hosted 1,733 meeting and study rooms attendees

Provided 32,778 technology sessions on public computers and WiFi

Signed up 1,520 patrons for the Summer Reading Program

Provided early literacy programs to 1,652 attendees for children 0-11

Visited 6,525 students at schools and other outreach sites to promote Library services

Provided a variety of cultural and community programs to 1,196 community members

Maintained the fifth largest Spanish language collection in Oregon with 8,507 items, representing 21% of Cornelius Library's total collection

Added 4,948 items to our collection for a total of 40,907 books, magazines, videos, etc.

Checked-out 120,739 books, ebooks and other items, an all-time record

Raised over \$10,000 in funds and in-kind gifts for the Summer Reading Program in collaboration with Friends of the Library

Police

Updated the City's Camping Ordinance to comply with State 'time, place and manner' law

Renewed Police Services Contract with the Washington County Sheriff's Office for 10 years

Participated in a Spanish speaking Town Hall at Centro de Cultural

Restarted several community events that had been cancelled or modified due to COVID

Worked with a property owner where significant graffiti and garbage presented a nuisance

Made 492 physical arrests

Issued 99 parking, 609 traffic, 282 Code, and 87 property/animal/trash citations

Addressed 195 vehicle/parking issues

Public Works

Maintained a 10.1% average water loss in 2022

Maintained aquifer storage and recovery system, extracted 35million gallons in summer of 2022

Started design work for a new water booster pump station

Flushed all fire hydrants for increased standards rating

Completed phase 4 of the waterline replacement project

Managed park reservations

No sanitary sewer overflows

Hired two Latino and one bi-lingual English/Spanish employee

Met all Clean Water Services performance standards in sanitary sewer storm water management

Started design of three Community Development Block Grant (CDBG) projects

Completed first full depth reclamation paving project (total street section rebuild)

Designed and built tennis/pickleball court at Harleman Park

Started design of the S 29th Blvd project

Reviewed various private and public project developments