

City of Creswell
City Council Goal/Tasks Session
For 2015-2016
October 25, 2014

Council Present:

Omar Bowles	Holly Campbell
Adam Pelatt	Ted Romoser
Dave Stram	Jane Vincent

Staff Present:

Michelle Amberg	City Administrator
Roberta Tharp	City Recorder
Layli Nichols	Finance Director
Cliff Bellew	Public Works Director
Denise Walters	Senior Planner
Sgt. Billy Halvorson	Lane County Sheriff's Department
Shelley Humble	Airport Manger
Maia Hardy	RARE Participant
Madeline Phillips	Planning Tech.

Council Absent: 1 – Brent Gifford - Excused

Press: 0

Audience: 1 – Dick Heyman

The Goal Setting Session was called to order at 9:04 am by Mayor Stram.

Mayor Stram excused Brent Gifford from today's session and turned the meeting over to Consultant Stan Biles. Mr. Biles introduced himself and began the day by outlining the session's objective: To have the Council agree upon a *small* number of Council driven priorities for 2015.

Ted Romoser entered the Goal Setting Session at 9:10 am.

Mr. Biles reviewed the agenda and began working with the Council to set their priorities.

Holly Campbell and Mia Hardy entered the session at 9:17am.

After meeting with the Council members individually, and including staff input, the priority inventory list stands at about fifty different objectives. Mr. Biles asked for a representative of each board to present their priorities.

Mayor Stram gave the Airport Commissions suggestions provided by Larry Lowenkron:

- Begin the planning of infrastructure at the Airport – mainly the sewer
- Devote time for city maintenance staff to work at the Airport on a regular basis to maintain drainage, mowing and building maintenance
- Look at options to lower fuel prices
- Ensure there is adequate budget for building and maintaining the AWOS

Councilor Vincent gave the Parks Advisory Board suggestions:

- Looking for area to build new parks
- Skate Park – she will be bringing a recommendation forward to the Council in November

Councilor Campbell gave the Tree Board suggestions:

- They are working to complete the Tree Care Manual as required by the Arbor Day Foundation
- Hold educational programs in the spring on how to care for trees
- Will be evaluating the trees on Holt Park and Oregon Avenue

Michelle Amberg provided her suggestions:

- Organization Culture – shifting towards a much less heirarchical structure to a more flat structure and customer service driven
- Establish a vision

Maddie Phillips entered the meeting at 9:24 am

- Look at Revenues – the city needs more revenue and is understaffed. Think about ways to grow the organization
- Staff – staff be supported and receive the training they need and to right size the organization to do the amount of work that is being requested

Sgt. Billy Halverson provided his suggestions for policing services:

- Mission Statement for the Creswell contract with the Lane County Sheriff's Office
- Increase deputy involvement and visibility in the community
- Increase Sargent position in the contract to half time
- Increase the contract deputy staffing to four deputies to implement a twenty three hour coverage model for the city

Mr. Biles reviewed the definition of a council priority:

- A clear statement of Council intent
- A guide to staff in budget preparation and staff resource allocation
- A focused expectation of results
- A catalyst for an organization wide "sense of urgency"

Mr. Biles went on to reflect that there are other priority lists within the city:

- Government
- Budget priorities
- Department priorities
- Individual staff priorities
- Advisory committee priorities

The Council priorities do not direct staff to halt their other work.

Mr. Biles asked each Councilor to determine three priorities they would like to nominate for the 2015 list:

<u>Councilor Vincent</u> Sewer to Airport Airport Sustainable Plan Skate Park	<u>Councilor Campbell</u> Update Master Plans Policies Improve Communication to public	<u>Councilor Bowles</u> Airport Self-Sufficiency Policing service and funding Economic Development
<u>Councilor Romoser</u> Policing Service and funding Communication with Public & assessing public interest Community Development	<u>Councilor Pelatt</u> Policing Service and funding Staff gets support & resources it needs	<u>Mayor Stram</u> Vision Statement Policing Service and funding Identify financial needs & new revenue sources

Mr. Biles asked for discussion amongst the Council so they can advocate as to why or why not they included the priorities they did on their lists. The discussion helped bring out ideas and gave Councilors the chance to change their minds if they choose to.

Mr. Biles explained that Council priorities should be outlined so everyone can work together to accomplish the goals set forth and be in line with the vision and mission of those goals.

Mr. Biles hung the first list of priorities on the wall and provided each Councilor with seven votes in order to reduce the list. He asked them to pick their top priorities they would like to see advanced to the next stage.

At 10:27 am Mayor Stram recessed the session for a short break. At 10:39 am Mayor Stram reconvened the session.

Mr. Biles tallied the votes and provided the results. He noted the only item that received unanimous support (6 votes) from those Councilors present was the policing decisions. Airport, appropriate resources for staff, identifying financial needs and revenue options each received four votes. Receiving three votes each were updating the master plans and updating utility rates. Improving communication with the public, a skate park and adopting a vision statement each received two votes.

The Council held a discussion on how some of the topics are intertwined; updating the master plans would help identify some financial needs and revenue. Adopting a vision statement is a component of a comprehensive plan.

A discussion ensued regarding vision statements: A vision statement will guide us in the direction we move the City, what type of vision statement should we work towards – community based, government based, organization based (what are we going to do and where are we going). Mr. Biles noted that the council will almost have to do a vision statement to complete some of the higher priorities listed. He also recommended that if the Council does a vision statement it is important to include a completion date otherwise he expressed concerns that there would be big gaps in the plans we are talking about updating. The discussion moved to the City's Mission Statement (talking about what we do today) vs the vision statement, (where are we headed). Councilor Romoser said he feels that we need to deal with the immediate "have to do" items and then we could focus on a vision statement.

Mr. Biles said after this discussion he believes what he is hearing is that the Council would like to move the Vision Statement forward on the list. The Council moved Vision Statement to #2.

Councilor Campbell and Councilor Pelatt voiced their thoughts that the mission statement should be enough to move them forward today, as the priority list is for the next calendar year.

A discussion ensued about the Airport and what it brings into the community.

Mr. Heyman noted he feels that improving communication with the public should be at the top of the list.

A discussion ensued about identifying financial needs and revenue options and what this topic means. Mr. Biles said it is his understanding that this would be defined as a multi-year financial plan that sets forth the projected needs, the time of those needs, the current revenue sources to meet the needs and the revenue options for Council to consider lessening the gap. Ms. Amberg said she feels we need an overall revenue plan. The financial decisions have a huge impact on infrastructure. Ms. Nichols said she feels we need to begin by determining what core services we cannot do without; that it is our job as a city to provide and then at what level do we want to provide that service. This will help with the long term financial planning process and it will show how one decision changes what your financial outlook will be like in five to ten years.

Mr. Bellew said the master plans are approximately a ten year outlook and they look at a wide spectrum of projected population needs as far as how much your utilities will need to be upgraded. They also prioritize a list of capital improvement projects. He feels the master plans are pretty important to drive the budget over the next couple of years. Ms. Walters added that there are also potential revenue sources embedded in there due to the system development charges. Mayor Stram noted from the discussion he is hearing that we should complete a vision statement in the next month or two and then budget in a future year for the development of a strategic plan.

The discussion moved towards the master plans the City has and the possibility of getting them updated within a short amount of time. Mr. Bellew said he has been working on the Water Master Plan and it should be completed sometime within the next twelve months.

Councilor Campbell asked if staff would provide the Council with a complete list of the various plans the City has and any information as to how out of date they are. Mayor Stram asked how can we roll this all into one goal for 2015 that is a planning goal. Ms. Amberg replied by the development of a strategic plan, and as a part of that ask staff what plans need updating and what is the timeframe.

Mr. Biles said he is getting the feeling that the update of master plans is shifting into completing a strategic plan and asked the Council for their thoughts. Councilor Romoser asked to set a time completion for a first draft as he isn't sure the Council can get that done given all the other things in front of them. Councilor Pelatt asked if staff thinks that developing a strategic plan is imperative and needs to be completed in the next twelve months. Ms. Amberg agreed, and Ms. Nichols stated this will make all of our other goal, task and priority settings easier.

The Council gave consensus to complete a strategic plan for the next year. Mr. Biles asked the Council and staff to be specific as to what that should look like so everyone is on the same page. He has seen plans created in as little as ninety days, up to as long as three years. He went on to note the key variable is the amount and degree of public involvement in the planning process. If the Council is clear on the type of plan they want, have the resources for it, Mr. Biles thinks this could be accomplished within the next year. Mr. Biles said one way to help

with the plan is to acquire about ten to twelve different small town and county plans and use them as a framework.

Mr. Biles asked for clarification on appropriate resources for staff. Mr. Pelatt responded this has to do with staff workload and environment; are we asking too much of staff that they have to be reactive instead of pro-active and is this effecting the environment and if so, how do we fix this.

Mr. Biles also asked for clarification on Airport. Councilor Vincent responded to have a sustainability plan for making the Airport financially stable. Mr. Biles asked Ms. Vincent if she meant that the revenues generated by the Airport pay for 100% of the cost of operating the Airport. Ms. Vincent said that is exactly what she wants. He clarified that this also includes indirect overhead also.

Mr. Biles asked everyone to keep in mind as you look at the goals, that this session was set up to establish Council priorities for next calendar year. Some of these goals may require money or staff resources that are not included in the current budget. If it does require money that is not in the budget, would it be better if some priorities be for next calendar year and some be for the next fiscal year. He also wanted to know if these are priorities staff can complete within the next year.

Proposed final 2015 Creswell City Council Priorities

- Complete Policing Decisions – method funding
- Complete vision statement, guiding principles and goals
- A multi-year strategic plan
- Airport - long-term plan to achieve financial sustainability.

At 12:00 pm Mr. Biles recessed the session for lunch. At 12:45 pm Mr. Biles reconvened the session. Mr. Biles cleaned up the list and presented the Proposed Final 2015 Creswell City Council Priorities outlining what he believes the Council has expressed achieving.

- City Council Completes Policing Decisions
 - Level of Service
 - Organization to provide service
 - Financial system to pay for costs
- Complete multiyear strategic plan
 - Vision Statement
 - Mission Statement
 - Guiding Principals
 - Umbrella Goals
- City Council Approve multiyear plan to achieve the financial sustainability at the Airport
- Ensure staff has appropriate level of support to complete work directed by Council
 - Conducting and evaluation of status quo
 - Recommending improvements
- Begin development of a multi-year city government financial plan
 - Identify financial needs and alternative revenue generation methods
- Update Master Plans
- Update Water Rates
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A discussion ensued as to whether or not staff can complete this plan within the next year. Ms. Amberg noted some of the priorities have already been set into motion;

- Policing decision will be done by Council and their committees,
- The multi-year strategic plan will include a facilitated work shop,
- The multi-year plan to achieve the financial sustainability at the Airport is already in the works,
- Ensure staff has appropriate level of support – this is the only one Ms. Amberg has the least confidence in for completion
- Multi-year government financial plan – Ms. Nichols has already begun working on this

Ms. Amberg said it is not possible to update all of our master plans, but would like to get the Wastewater plan started and we have to update the water rates.

Ms. Amberg noted the council will have to make some sort of decision in regards to the policing before the end of the fiscal year as the public safety fee will sunset.

Discussion began in regards to the master plans the City has and how they need to be updated; some of the plans are reliant on other plans before they can be updated. Mr. Biles said it sounds to him as though we need a plan to plan. It was also noted that the updates to the plans will need to be budgeted for and can take a good year to complete. Councilor Campbell asked to have a graph drawn up that shows all of our plans and what order should they be completed in; she said this may help drive the priorities. Ms. Amberg noted all the plans are not a part of the strategic plan although we could develop a schedule of plans to update as part of the planning process. Councilor Pelatt suggested moving Update Master Plans and replacing it on the list with "Develop chronological definition of plans". Councilor Campbell wondered when does staff feel they need to have the plans updated by and do they have the resources to complete that process.

Mr. Biles rephrased Ms. Amberg's comment "What the Council would be asked to do next year would be to determine the chronological priority of master planning processes and allocate the resources for the first years' work." This would require staff to provide a list of all the plans to council and recommend a schedule that includes the amount of resources necessary to complete each plan and the order to update them in. This will allow the Council to determine the schedule and allocation of resources to update major city plans such as utility plans, comprehensive plans financial plans, etc.

Mr. Biles asked if this could be accomplished by December 31, 2015 or should it be extended to include the 2015-2016 fiscal year. This prompted a discussion about budgeting and timing.

A discussion ensued regarding Staff having the appropriate level of support. Ms. Amberg noted this is a huge project and will always be a moving target. Councilor Pelatt suggested we work on the mission statement in order to help guide our staff in the direction we want to go and maybe discuss this in the spring. Councilor Romoser suggested we reword the staff - support priority to include a schedule that will provide Ms. Amberg and staff time to evaluate and recommend what should be included. Councilor Pelatt noted this is not about services the staff provides, it is about staff support. A discussion continued and it was suggested to have this goal targeted for the 2015-2016 fiscal year.

Discussion ensued regarding goal completion dates. The following goals will have a completion date of December 31, 2015: Policing Decisions, Multi-year plan to achieve financial stability at the Airport, begin development of a multi-year city government financial plan, and Update Water Rates. The following goals with a competition date of June 30, 2016 will include: Multi-year strategic plan, staff has appropriate level of support, schedule and allocation of resources to update major plans.

Mr. Biles asked Ms. Amberg to provide the group with the name of the staff person who will have lead responsibility to achieve this priority:

- Major Policing Decisions - Michelle Amberg
- Multi-Year Strategic Plan - Michelle Amberg
- Financial Stability Plan for Airport - Shelley Humble
- Staff Support - Michelle Amberg
- Multi-Year City Government Financial Plan - Layli Nichols
- Water Rate Updates - Layli Nichols, Cliff Bellew and Michelle Amberg
- Major City Updates - All staff

The council gave their consensus of the priorities and timelines set forth today. Mr. Biles will provide a final copy of City Council Priorities for the period of January 1, 2015 to June 30, 2016 for Council approval at a future meeting. He concluded his session at 1:46 pm.

Mayor Stram excused Council and staff from the Council Priority Goal Setting session at 1:49 pm.

Attest:

Roberta Q. Sharp
City Recorder

Dane Stram, Mayor
1/19/2015