



**CITY of THE DALLES**

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THE DALLES, OREGON 97058

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**GOAL SETTING WORKSHOP**

March 21, 2016  
Noon  
City Council Chambers  
313 Court Street, The Dalles, Oregon

**AGENDA**

1. CALL TO ORDER
2. ROLL CALL
3. GOAL SETTING
  - A. Review Roles and Responsibilities
  - B. Review and Update Goals for Fiscal Year 2016-17
4. ADJOURN

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Prepared by/  
Izetta Grossman  
City Clerk

## City Council Goal Setting

March 21, 2016

### Roles and Responsibilities

Understanding that the City Council Goals are a major part of the City Manager's workload, and major part of how you assess my performance, I appreciate being included in the goal setting process. To ensure the best communication and that we are all doing our best job, I will list the roles and responsibilities below for information and discussion. Having the same expectations regarding communication, we can move your goals and the business of the City forward in an effective and efficient way.

We all have different roles but we're all on the same team. It's very important to make sure staff isn't trying to set policy and equally important that City Council is not doing the day to day work of staff.

#### City Manager

These are the City Manager's duties, by Charter:

The city manager is the administrative head of the city government.

The manager shall:

- a. Attend all council meetings unless excused by the council or mayor;
- b. Keep the council advised of the affairs and needs of the City;
- c. See that the provisions of all ordinances are administered to the satisfaction of the Council;
- d. See that all terms of franchises, leases, contracts, permits,

- and privileges granted by the City are fulfilled;
- e. Appoint, discipline and remove appointive personnel, except appointees of the mayor or council;
  - f. Supervise and control the manager's appointees in their service to the City;
  - g. Organize and reorganize the departmental structure of City government;
  - h. Prepare and transmit to the council an annual City budget;
  - i. Supervise City contracts;
  - j. Supervise operation of all City-owned public utilities and property;
  - k. Delegate responsibility to appropriate personnel to perform the function of City Clerk, concerning the maintenance of records of all Council proceedings and the maintenance and custody of the City's public records and documents; and
  - l. Perform other duties as the Council prescribes consistent with this charter, and as may be outlined in a written employment agreement, including a job description and salary and benefit considerations, for the manager. Any written employment agreement shall include provisions concerning the termination and removal of the City Manager, and may include provisions for severance pay. The Council should evaluate the city manager's performance on an annual basis.

The essential functions listed in the job description are aligned with the requirements of the Charter. They are listed below.

**ESSENTIAL FUNCTIONS:**

1. Administers daily operation of all City departments
1. Communicates regularly with City Council, providing information necessary for sound policy and decision making
2. Participates in professional organizations

3. Evaluates personnel programs, services and projects regularly and reports necessary changes and/or progress to City Council
4. Prepares an annual budget message and presents budget to the Budget Committee
5. Establishes, monitors and reports effective fiscal management policies and financial information to Council, Managers and Citizens of The Dalles
6. Ensures that long-term financial goals can be accomplished with available and forecasted resources
7. Develops and maintains effective personnel practices that allow hiring, development, evaluation and rewarding of competent staff throughout the City
8. Administer personnel policies, resolves employee grievances and facilitates labor negotiations with employee organizations
9. Resolves citizen complaints while maintain fairness to all
10. Communicates regularly with the public at large
11. Interacts closely with other government bodies and local civic and business organizations
12. Develops and maintains long range plans to accomplish well-defined goals for the future through strategic planning, accurate demographics and community partnership
13. Negotiates real property transactions and advises Council of soundness of transaction
14. Ensures departmental compliance with purchasing policies

### City Council

The City Council Rules discuss the Council decision making process. Section 7 outlines the role very well. It is copied below for reference.

#### **Section 7. Council Discussions.**

- 7.1 Before speaking, a Councilor will ask the presiding officer to be recognized.

- 7.2 Councilors will be direct and candid; Councilors need to be comfortable saying what they want and giving positive feedback.
- 7.3 Councilors will speak one at a time; allowing one another to finish; encouraging all Councilors to participate.
- 7.4 During decision making, Councilors will talk out differences when the minority tries to sway the majority, and once decisions are made, will support the decision. It is permissible to point out how opinions differ from the decision. For example: “Yes, disagreed. This is why my peers voted the way they did.” Councilors will disagree in a way that is not destructive to the staff who follows the majority.
- 7.5 During the voting process, Councilors will express ideas (clarify positions), if at all possible, prior to the vote.
- 7.6 During public hearings, Councilors will be open to the ideas and input of the citizens and will suspend judgement until reading the packet information and listening to the ideas and opinions of others (Councilors, citizens, and staff). It is appropriate to defer action or refer back to staff, but Councilors will specify what new and/or additional information is needed and determine how long before it will be brought back. The presiding officer will seek consensus on the action the Council is to take.
- 7.7 During Council discussion, Councilors will ask questions to clarify information. Councilors will avoid disguising opinions in a question, and will state where they are unclear, then ask a question. Councilors will not ask leading questions (questions that are framed with an implied answer). Councilors will be conscious of the meeting time limit during discussion and debate; will identify items and the type of action and/or information they are seeking through the agenda process; will articulate what the issue is; will help keep the group on track and to the point of the discussion; and will offer ideas and search out

commonalities among Councilors' perspectives and opinions. Each member is responsible for facilitating the discussions.

7.8 Councilor should refrain from using the "calling for the question" parliamentary procedure for the sole purpose of blocking or stopping discussions.

7.9 Councilors will avoid asking people to appear at a Council meeting to state their complaint or question. Instead, as a first step, the matter will be referred to the City Manager or designee, or ask that the matter be placed on the agenda as a Council Measure with the appropriate background information. When citizens contact Councilors, the Councilors will ask these questions:

(1) Have you contacted the City Manager? If yes, the Councilor will trace back through the Mayor or City Manager

(2) Will you write me a letter?

7.10 The City Council will not provide support or opposition for any political candidate. If a request is received to support or oppose environmental and/or human rights issues, initiatives, or ballot measures, the following steps will be taken:

(1) The request must be made in writing and submitted to the City Manager's Office and must include a specific request for action.

(2) The City Manager and City Attorney will review the request and forward to the Mayor with a recommendation to either support, oppose, or take no action.

(3) The Mayor will present the information to the City Council and the City Council will determine whether they wish to take action on the request.

If the Council wishes to take an action, it must be by unanimous vote and the matter will be scheduled for consideration at a future City Council meeting. If approved, a letter will be sent on behalf of the Council, stating their position on the request.

If the Council chooses to take no action, a letter will be sent on behalf of the City Council stating the Council has decided to take no position on the request.

While I am comfortable with City Councilors speaking with employees about issues, it would be very helpful if you let me know about those discussions, so I can stay on top of any developing situations and help work on solutions to problems or concerns of citizens.

The City Councilors are the policy makers and as such, should allow staff to administer those policies. Information requested by City Councilors will be provided to all Councilors and Mayor. This will ensure everyone has the same information and will help in your decision making process.

City Council is encouraged to attend League of Oregon City conferences and other training opportunities as they are available.

### Mayor

The role of the Mayor, by Charter, is to appoint (subject to confirmation of the Council) members of committees and commissions; and to sign official documents.

The Mayor leads all Council meetings and serves as the spokesperson for the City Council. As spokesperson, the Mayor should always indicate the majority position of the City Council. This position serves as the “one voice” on behalf of the City Council.

Personal opinions and comments may be expressed by the Mayor or a City Councilor only if they clarify that these statements do not represent the position of the City Council.

Responding to negative comments can be challenging. A thoughtful approach serves everyone. In most cases, a response isn't necessary. If a response is needed to correct inaccurate information or comments, the preferred approach is to provide a formal response or rebuttal that reflects the City's position. This should be done by the Mayor, as your spokesperson, with input from the City Council or by the City Manager.

## CITY COUNCIL WORKPLAN

### *City of The Dalles MISSION STATEMENT*

*“By working together, we will provide services that enhance the vitality of The Dalles”*

#### **Value Statements:**

- A. Provide City-wide infrastructure to support safe and well maintained streets and reliable utility systems for the citizens of The Dalles.
- B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication.
- C. Promote economic development opportunities which will provide jobs and enhance community livability.
- D. Maintain a balanced budget that will provide for sustained City operations and capital improvements, while assuring an adequate contingency fund.
- E. Encourage civic responsibility and promote health and public safety through programs, partnerships, plans and policies.
- F. Provide transparent and efficient administration of City government.

#### **FY 2015-16 Prioritized Goals by Vision:**

##### **A. Infrastructure:**

1. Develop street construction projects and focus resources on prevention maintenance projects (ie: patching, crack sealing, chip sealing).

The City Council received the report regarding the work completed in 2015. Recommend this goal **CONTINUE**; the FY 16-17 budget includes funding for additional maintenance.

2. Identify and support opportunities for increased federal and state transportation funding available to local governments.

This is on-going. Does the City Council want it to remain on the Goals List?

3. Initiate design work and pursue grant/loan financing for the Dog River waterline replacement and the Crow Creek Dam increasing capacity proposals; and then implement an approved plan.

The permitting process continues; a \$4 million grant has been applied for and we should know in mid-May. We are also submitting a letter of interest to the State for a low interest loan/grant opportunity. Recommend this goal **CONTINUE**.

4. Complete Phase I improvements of the Wastewater Master Plan.

This goal is moving forward; update to City Council March 7. Recommend this goal **CONTINUE**.

5. Complete Watershed post fire rehabilitation project.

There was a high mortality rate of trees planted in the Fall; will use remaining grant funds to re-plant either in the Fall of 2016 or 2017, depending on weather conditions.

6. Complete Transportation System Plan (TSP) update.

Technical Committee and public meetings continue.

7. Review Water Capital Improvement Plan and rate structure.

Rates are reviewed annually, with recommendations to City Council. Does the City Council want to remove this as a goal?

8. Monitor stream temperature issues related to Wicks backwash water discharge.

9. Complete easement acquisition and design of Industrial Fire Flow Waterline Loop.

10. Construct 18 inch industrial flow waterline loop.

This project is proceeding.

11. Complete enhancement to Lone Pine Well.

This project is proceeding.

#### **B. Work with partners:**

1. Identify and pursue opportunities to assist the community in enhancing the K through community college education system and improve school facilities, including Columbia Gorge Education and Workforce Collaborative with focus on skilled workforce to meet community needs.
2. Provide direction regarding how to proceed with process to review community request for expansion of the Urban Growth Boundary.

The City Council has asked the Community Outreach Team to pursue this through the Legislature.

3. Move toward use of renewable energy technique for all city-owned properties: Begin with Library in fiscal year 2015-16.

The Public Works Department has completed pilot testing of carbon diversion technology; the study was done by Cascade Energy. The City Council received a presentation by Siemens Energy. This has been put on hold.

4. Investigate opportunities to partner with or share services with Wasco County, including involvement in County Library Services District, including building ownership.

Staff has been working with Wasco County to determine possible shared services for Qlife, IT services, Codes Enforcement, and had one brief discussion regarding police services; recommend this goal **CONTINUE**.

5. Work with Regional Solutions Team and Mid-Columbia Economic Development District to support and promote an attainable housing program.

When opportunities arise, the City continues to work with the Housing Authority to support and promote attainable housing.

6. Establish an on-going relationship with the four tribes with area interest at Tribunal Council/City Council level.
7. Consider implementation of a maintenance and operation plan for the Lewis and Clark Rock Fort site for potential transfer of ownership from County to City.

Staff is currently working with Wasco County to develop a City maintenance program and to assume ownership of the Rock Fort site. This could be **REMOVED** as a goal as it is nearly completed.

8. Work with Parks & Recreation District, School District, Health District, Wasco County, Mid-Columbia Medical Center and HEAL Cities Campaign to redevelop Kramer Field as a destination outdoor sports complex, improve pedestrian and bicycle connections to Riverfront Trail, identify new public green space opportunities in the Chenoweth area, and promote sports as a business throughout the community.

The property is owned by Wasco County. This goal could be removed or reworded to reflect a support role.

9. Participate in Oregon Historic Highway Celebration.

This goal is essentially **COMPLETED**. We are partnering with the Discovery Center to participate in their celebration event on July 23. The Chamber of Commerce is using a logo for the Cherry Festival that will tie in with the promotion.

### C. Economic Development:

1. Ensure the plan to redevelop the Granada Block meets DDA requirements and proceed with redevelopment and associated parking structure, if needed, after Urban Renewal Board's final acceptance of the redevelopment plan.

Recommend this be **REMOVED**. A new goal could be developed once a decision is made on how the Granada Block will be developed in the future.

2. Develop, in partnership with Main Street, programs and activities to fill empty downtown store fronts and strengthen its economic vitality.

Staff is assisting Main Street to develop a business retention program. Gary Rains continues to recruit businesses to the downtown area. Recommend this goal **CONTINUE**.

3. During the fiscal year 2015-16 budget process review the City and Chamber's partnership regarding tourism.

The Chamber has submitted their proposed budget. It is scheduled for review at the March 28 Council meeting. The City Council previously agreed to add \$5,000 to their budget for marketing of the Fort Dalles Fourth event. We are currently in discussion regarding the possible transfer of The Dalles Dam Tour Program. There is some interest in changing the cruise ship duties, but no decisions have been made at this time.

4. Complete engineering and architectural design and cost analysis for Civic Auditorium's Theatre renovation.
5. Work with the Chamber and Main Street program to maximize use of the Vertical Housing Zone, and other tools to develop upper levels of downtown buildings, including creation of housing opportunities.

This goal is essentially completed. We will continue to take advantage of opportunities to assist with creation of housing opportunities in the downtown. This goal is now a practice and could be **REMOVED** from the goal list.

6. Pursue local Bike Hubs as part of the Columbia Gorge Bike Trail.

Staff is working to secure grant funding for installation of a bike hub in the Lewis and Clark Festival Park. Recommend this goal **CONTINUE**.

7. Complete Lewis and Clark Fountain.

Delivery of the fountain/sculpture is expected in mid-April.

8. Pursue funding for Curation of the Community's Historic Assets.
9. Identify opportunities to support the Port's efforts to develop a Regional Wetland Permit.

Port Executive Director Klaas reports this project is essentially completed. Recommend this goal be **REMOVED**.

10. Strengthen relationship with Klickitat County regarding Airport; develop improved communications with Airport Managers.

City Manager is now attending the monthly Board meetings. The Board asked about having the Business Recruiter attend, he has been invited and plans to attend the meetings as well. This is more of a practice and probably doesn't need to be a formal goal. Recommend it be **REMOVED**.

11. Work with community partners to develop an RV Park in the community.

The Planning Commission has prepared updates to the LUDO which will be presented to the City Council March 14. There is still work to be done on this goal. Recommend this goal **CONTINUE**.

12. Complete study regarding Gitchell Building with recommendation regarding whether it should be demolished, stabilized, or rehabilitated.

Staff has asked the Union Pacific Railroad to provide input as to the Gitchell Building in relation to their right of way and safety. We have not had a reply yet. Staff did meet with a representative of the Historic Landmarks Commission to gain the perspective of the building as it relates to our local history. A report will be formulated once we have the information from the Railroad so we have a thorough report. Recommend this goal **CONTINUE**.

13. Develop a plan for open space/park near the Veteran's Office.

The Urban Renewal Advisory Committee and Agency will need to make a determination as to whether this should be included in the scope of the First Street streetscape project, since that project now excludes the Washington Street undercrossing. A decision needs to be made as to whether the plaza area remains at Washington Street or possibly move the plaza to Federal Street. Recommend this goal **CONTINUE**.

#### **D. Balanced Budget:**

1. During fiscal year 2016-17 budget process consider level and type of resources to make available to economic development with emphasis on manufacturing jobs and revitalization of the downtown, and then implement that plan.

The upcoming budget will include funding for economic development, including a proposal for an additional \$25,000 to support the Main Street Program; \$25,000 to fund a RARE student to assist with Main Street activities; funding to continue with the position of Business Recruiter; and additional funds for the Riverfront Trail consulting work. The Budget Committee will need to make decisions about these economic development proposals, but they are included in the proposed budget at this time.

2. Analyze financial viability of continuing current municipal court system or moving toward a traffic court style.

The City Attorney continues to convene the Task Force. He expects to bring a recommendation to the City Council for consideration in April.

3. Develop and implement a plan to get our Workers Comp experience rating factor down to a .9; develop an incentive based employee safety program.

Everyone is working to make safety a “culture”. The City-wide Safety Committee is working to strengthen the satellite committees and we are working on safety rewards. The SAIF experience rating has decreased for the upcoming fiscal year, so we are on the right track with an expected \$54,000 premium reduction.

4. Prepare a report for the Council on Human Resources and safety program options prior to the fiscal year 2016-17 budget process.

Funding will be included in the proposed budget to pay for a Human Resources Director. If approved, we hope to hire someone in July. A job description will be developed and once we have someone hired, we can work on additional aspects of the department, including risk management and safety.

5. Complete implementation of all new software, including changing and streamlining processes for efficiency and better customer service.

The implementation is progressing. We expect it to be completed by June 30.

**E. Civic Responsibility and Public Safety:**

1. Develop and implement plan to improve the City's image from the freeway.

Recommend this goal **CONTINUE**. One element that is being worked on is the screening of the Wastewater Treatment Plant.

**F. Transparent Efficient Government:**

1. Continue to stay current with technology needs on website and social media communication.

The website was recently revamped. We continually update both the website and our Facebook page (which is a billboard style). This is a practice and as a goal is **COMPLETED**.

Suggestions for New Goals

- Investigate downtown public parking and transportation needs
- Work with Union Pacific Railroad and ODOT to develop a flood mitigation plan for the Mill Creek Tunnel
- Work with Sunshine Mill to develop and implement a landscaping plan from the freeway exit to the round about