

# Notice of Public Meeting

## Council Goal Setting

## And Work Session

### AGENDA

**CITY COUNCIL - CITY OF FALLS CITY, OREGON**

Meeting Location: 320 N Main Street, Falls City

Thursday January 29, 2018

Posted on January 24, 2018

- 1) **Call to order**  
A) Roll Call: Cliff Lauder \_\_\_\_ Dennis Sickles \_\_\_\_ Lori Jean Sickles \_\_\_\_ Jennifer Drill \_\_\_\_  
Tony Meier \_\_\_\_ Charlie Flynn \_\_\_\_ Jeremy Gordon, Mayor \_\_\_\_
- 2) **Pledge of Allegiance**
- 3) **Motion to adopt the entire agenda**
- 5) **Public Comments:** Citizens may address the Council or introduce items for Council consideration on any matters. Council may not be able to provide an immediate answer or response, but may direct staff to follow up on any questions raised. Out of respect to the Council and others in attendance, please limit your comment to five (5) minutes. Please state your name and city of residence for the record.
- 6) **New Business:**  
A) Goal Setting Process – Manager Ungricht report.....pages 1-4  
B) 2017 goals report and 2017 goals document.....pages 5-8  
C) League of Oregon Cities preparation guide.....pages 9-18
- 8) **Council Announcements**  
A) City Council Regular Meeting Thursday February 8, 2018, 6 pm
- 9) **Adjourn**

The City of Falls City does not discriminate in providing access to its programs, services and activities on the basis of race, color, religion, ancestry, national origin, political affiliation, sex, age, marital status, physical or mental disability, or any other inappropriate reason prohibited by law or policy of the state or federal government. Should a person need special accommodations or interpretation services, contact the City at 503.787.3631 at least one working day prior to the need for services and every reasonable effort to accommodate the need will be made.

## City of Falls City 2018 Goals Session

### Introductory

The only change in 2017 for elected officials was the resignation of the Mayor and the appointment of the new Mayor Jeremy Gordon. Welcome Jeremy to the Falls City team. In staff we lost our long time City Clerk with her wealth of governing knowledge, we all wish Domenica a wonderful retirement, and if you follow her on Face Book it looks like she is having a great time as a desert Rat. We have one long time Public Works employee that is out Medical and it is looking like he might not be released back to work, we all hope that Corky gets well. The new employees hired in 2017 were Jay Epperson for Public Works and Cody Decamp as Recorder in training. Council will need to decide with input from the Mayor if Cody will be able to step up to the City Manager position, which is required by our Charter. If not Council will need to discuss how they want to fill the Manager spot. I plan on working on a possible supplemental Budget, the 2018/19 Budget, and helping with the levy and to work myself back into retirement.

We were able to set up a working code enforcement program and hired Rose Bajoins as a part time officer. She has worked up around 10 cases so far, our goal has been to follow Council guidelines; we work cases on a complaint bases, we encourage and offer compliance agreements to bring properties into compliance under our code, then if we have to cite we have our Municipal Court set up. So far we have not taken a case to Court and Rose will be working with Independence staff to make sure we are ready when we need to cite a property. So while there are still some bugs to work out, we are finally moving forward.

I recommend hiring another Public Works employee; this will allow Don to concentrate on training and regulation compliance. Due to the hours required to be certified to sign off for our Water and Wastewater systems, 2000 hours in each, we need to proactively move on a new employee to prepare us for when Don retires.

As you can tell I believe that we need to focus on the changes we will experience with staff, this should be priority number one.

Some of the accomplishments that Council saw this year are;

1. Adoption of Master Water Plan and the training of Jay to take on the Cross Connection Program, this will bring our water Department into compliance, which means an inspection every 5 years versus 3.
2. Council adopted Ordinances changing parts of our Land use and Development Code, this was a somewhat costly effort that was brought forward to bring us into State compliance and to try and make it easier for some land developments.
3. We added the North side of the Falls to our Park inventory, mostly funded with grant money from the Oregon Parks and Recreation Department.
4. We received a donation of concrete blocks and with the help of Councilor Lauder we added parking and access controls for Michael Harding Park.
5. We added the message reader board at the Community Center, once again thank you Councilor Lauder for your expertise in closing this project.
6. We added the Park Host spot at the upper City Park and have worked out an agreement to add a host.
7. We adopted a Master Parks Plan.
8. We purchased a new Public Works truck and a zero turn lawn mower to our inventory.
9. Public Works set up a jetter trailer, this way when our sewer customers have a problem we can go and blow out the obstruction and identify with our camera why it clogged. This will save argument time with customers and provide a service of notification if the problem is on the customer side of the tank.
10. Took ownership of the old Doctors office on Main Street, big thanks goes to JoHanna for pursuing this donation and a huge thanks to the Steele Family for the donation.

I am sure not everything is listed, but as you can tell we had a good year of reaching a few of our long term goals.

A few things for the next year that are in motion; we resubmitted the CDBG application for the sewer project. We went from the whole project to final

Engineer design and environmental. I have a good feeling that we will be awarded the funding this year. We also have an application for the small cities allotment grant to resurface 5<sup>th</sup> Street; I expect to hear on this anytime.

The biggest changes will be to our City Fire Department with the failure to renew the contract with SWRFD. While we were left scrambling, our volunteers have stood up and reached out to neighboring Departments to begin the process of rebuilding. Council has instructed staff to move forward on the levy of \$1.00 per thousand for 5 years. With this levy we will be able to not only replace the equipment that was SWRFD but be able to purchase equipment that has long been needed. When the levy passes I believe that our Department will be stronger than ever. We owe a debt of gratitude to all of the Volunteers that give up their family time to make sure we are protected. IT IS NOW TIME THAT THE CITIZENS STEP UP TO PASS THE LEVY TO MAKE SURE OUR VOLUNTEERS HAVE THE TOOLS NECESSARY TO KEEP THE CITIZENS AND THEMSELVES SAFE.

I expect the budget this year to be lean for additional projects, as stated I think the budget concentration needs to be on staffing. I do expect us to move forward on some of the items identified in the plans we adopted in 2017. We will need to start the bidding process for upgrades to our Water distribution, while at the same time replacing sand in our three slow filters at \$100,000 per filter. We will be drawing some of the funds off for the first filter from the utility reserve fund, but will need to look at how to budget for following two filters. Remember we only take in around \$46,000 a year with the \$10.00 reserve fee. I will recommend a 2.5% water rate increase for the next 3 years, or chaining increases to a CPI.

The Wastewater is in dire need of a rate increase, as you know it was my hope to get the CDBG project kicked off and do one huge rate increase that would have been dictated by the project funding. We can no longer wait, operating funds of our current system need to be addressed. Remember for every \$1.00 rate increase we only bring in \$177, so while it hurts our customers we still need to manage the system with the system user rates. I expect to ask for a 3% raise in the budget and also look at chaining it to a CPI, for future increases.

The Parks Committee is going to be looking for grant funding to start the river trail, with a main focus of replacement of the Dayton Street Bridge. We hope that if we can secure funding for design engineering, estimated cost of \$70,000, we will be able to look for future grants for the materials and try to work an agreement with the Oregon National Guard for labor on constructing the bridge.

So while we have experienced some major changes in 2017 and will have a few in 2018 we can all take pride that we are moving the City of Falls City in a positive direction.

Thanks

Terry

**CITY OF FALLS CITY,**  
**OREGON**

**2017 GOALS**  
**AND**  
**GOALS UPDATE**

---

# GOAL-SETTING WORKSHOP RESULTS

## MISSION STATEMENT

**Create an environment that supports community rural living at its best by mixing family, work, recreation and social opportunities while providing fiscally sound, responsible municipal services.**

## GOALS

The City of Falls City will:

1. Maintain City infrastructure at adequate levels to meet current, future and regulatory requirements.
2. Maintain and Broaden community understanding of City government and operations by enhancing community communications.
3. Develop a strategy to encourage economic development in Falls City.
4. Explore options to enhance Public Safety and implement a Code Enforcement Program with available resources.

6  
57

OBJECTIVES
------------

**Goal #1 – Maintain City infrastructure at adequate levels to meet current, future and regulatory requirements.**

	OBJECTIVE	LEVEL
1	Develop funding for sewer project	1
2	Create a Parks Master Plan	1
3	Develop funding sources for Street improvements	4
4	Develop projects in water system based on Master Water Plan	2

1. CDBG application should be submitted by 12-30-17
2. Done and adopted
3. Applied for Small City allotment, was able to carry over street funds from last budget, Council discussed a levy but decided Fire Department was priority, Hope to not have to lower funds in supplemental budget.
4. Adopted Master Plan, have not discussed one stop finance meeting, sewer has been priority.

**Goal #2 – Maintain and Broaden community understanding of City government and operations by enhancing community communications.**

	OBJECTIVE	LEVEL
1	Schedule Town Hall meetings to share information with and solicit information from citizens	4
2	Continue to enhance the City's website	4
3	Town Hall meeting to explore Neighborhood Associations	1
4	Install reader board in front of Community Center to keep public informed	1

1. Councilor Drill hosted 2 Town Halls in 2017, Mayor Gordon is discussing ways to meet with citizens.
2. Staff is proud of the website, but we are open to any suggestions.
3. Falls City kicked off a Neighborhood watch program.
4. Done

**Goal #3 - Develop a strategy to encourage economic development in Falls City.**

	OBJECTIVE	LEVEL
1	Review City ordinances to ensure compatibility with business development	2
2	Town Hall meetings to encourage economic development	1
3	Enhance communications with Falls City School District and businesses	4

1. Council had municipal code and zoning training and adopted changes to our zoning and development code. We recommend that this is always an ongoing process to keep up with changing regulations and staff identified problems.

2. We had a Economic Development Committee but it was disbanded due to low interest.
3. Needs work.

**Goal #4 – Explore options to enhance Public Safety and implement a Code Enforcement Program with available resources**

	OBJECTIVE	LEVEL
1	Develop and implement program, and train appropriate people	1
2	Educate the public on emergency procedures	4
3	Replace missing signs in the City as needed	4

1. We contracted out to Independence to operate the Falls City Municipal Court. Hired an enforcement officer and have developed 3 cases, 1 closed, 1 with a signed agreement to clean up, and 1 active. Enforcement officer is developing with in budgeted time allowed.
2. On going
3. On going

**KEY TO LEVEL RATINGS**

- 1 – Do now – budget in the forth-coming budget year
- 2 – Look at accomplishing 2-3 years in the future
- 3 – Nice to have – not to look at funding for at least 3 – 5 years in the future
- 4 – Routine – on-going from year to year

# GOAL SETTING

## **A Preparation Packet**



League of Oregon Cities  
P.O. Box 928  
Salem, OR 97308  
588-6466

"Any fool can lay out a five-year plan, but it takes a person of rare ability to hop from crisis to crisis."

Anonymous

# Notes to Readers

## INTRODUCTION

This packet has been developed to help you prepare for the upcoming goal-setting session your council has scheduled. In the firm belief that the more time you spend "ahead of time, the less you will spend at the time," this packet encourages you to complete several quick exercises in the way of "homework." Much of the material in the packet is to stimulate your best thinking about the condition of the city and its future. Read through each of the pages and complete the suggested exercises. Return them to the city manager or designated collection point as soon as they are finished and well ahead of the scheduled session. The facilitator will use the information to prepare him or herself for the session and to prepare various posters and displays to be used during the session.

## WHAT CAN YOU EXPECT IN A GOAL-SETTING SESSION?

The technique and processes used in this goal-setting approach are simple, straightforward, and to the point. Provided the homework packets are completed and returned to the collection point on time, when you enter the goal-setting session, you will find already posted and ready for processing, the summarized results of the collective homework packets of each of the council members. There are several steps involved in the goal-setting process.

### STEP 1: DISCUSS LONG-RANGE ISSUES

Participants will review and discuss the long-range issues the city will be facing (see page 5).

### STEP 2: DISCUSS POSSIBLE GOALS

Participation will consist of a review of the posted goals to insure that each participant understands clearly what is meant by the statement.

### STEP 3 GROUP GOALS BY TOPIC

The group begins the process of clustering various goal statements into logical groupings under appropriate headings (e.g., Economic Development, Downtown Redevelopment, Tourism, etc.). This step is the most lengthy portion of the goal-setting process, because as the clustering process is taking place, the individual goals are edited, analyzed, and often rewritten to meet the needs of the group.

### STEP 4: PRIORITIZE GOALS

During this step, resource points are distributed among the various goals and objectives to represent the collective sense of priority of the council as a whole. Without this step, the goal-setting process is useless to those who are responsible for carrying out the policies of the council.

10

### WHAT CAN YOU EXPECT OF THE FACILITATOR?

The facilitator of a goal-setting session has two primary responsibilities. First, the facilitator must keep the discussion on track and directed toward the process of setting goals. Second, the facilitator must keep the communication process open, accurate, and positive. To do so, he or she may ask you to clarify certain statements, or show how your comments are related to the goals and activities at hand. The most frequent question you will hear asked by the facilitator during the session will most likely be, "How will you know when you have accomplished that goal?" or, "What will it look like when you have accomplished the objective?" By doing this, the facilitator assures that the goals you end up with are goals that are practical and can actually be attained. Remember, the facilitator is not an expert on your city. You must supply the relevant information. The facilitator is an expert on helping councils pull the various views and needs of the individual members into a workable set of goals that represent the direction for the city for the next year(s).

### HOW CAN YOU HELP MAKE THE GOAL-SETTING SESSION MOST EFFECTIVE?

There are several things you can do to help make the session a productive one. First, complete the homework packet and turn it in well ahead of time. Second, come to the session prepared to listen, discuss, and make commitments and decisions for the city. And third, come to the session with the understanding that probably not all of your goals will be the same or of the same priority as those of others on the council, and that to be effective, the final goals must represent the needs of the city and of the whole council. Therefore, be prepared to negotiate, compromise, and work for solutions and goals that are the best for all parties involved. Finally, be prepared for some hard work, some fun, and, when it is all over, the satisfaction of knowing you've done something productive and really important for your city.

11

# Looking Back

1. Review the goals you set last year. Using a scale from 1 - 10, assign a rating of how successful you believe you as a council were in accomplishing each of the goals.

1-----10  
Totally Unsuccessful Totally Successful

2. When you have finished rating each of last year's goals, analyze the reason for the varying degrees of success and failure that your ratings represent.

For those goals receiving a high rating, try to determine what events, circumstances and conditions helped in the achievement of these good results.

For those with low ratings, identify the events, circumstances and conditions that prevented the council and city from successfully accomplishing the goal.

Are any patterns apparent in your analysis?

Were your goals too unrealistic?

Did you set goals that were high enough?

Are you able to accurately assess how well you really did with respect to goal accomplishment?

Did you have too many goals for the resources and time? Too Few?

3. Based upon this analysis and upon your experience with goal-setting, both as a specific activity and as a management tool for the city over the last year, what suggestions and recommendations do you have that will help make the goal-setting process more effective for this next year? Include your suggestions with those on page 9.

12

## Gathering Information

Before going any further in preparing for the goal-setting session, gather some information. Talk to people. Talk to...

Business People	Homemakers	Students
Lawyers	Doctors	Plumbers
Teachers	Retirees	Kids
People on the Street	Waiters	Cooks
Mechanics	Laborers	City Employees
Department Heads	Truck Drivers	Special Interest Groups
Church Officials	Grocers	Newcomers
People Who Haven't Voted in Five Years		

Ask about their concerns, their ideas, their solutions and goals. Talk to people you don't normally talk to. Talk to people about their city and what they think you, as an individual councilor, and you as a city council together should be doing.

Review the events of last year, the goals established and the achievements actually attained. Develop a feel for the relative expenditures necessary for goal achievement. Consider:

The time involved.

The personnel resources required.

The money required.

The projects that didn't get done because of higher priority projects.

The time, resources, and money necessary to maintain the advances of last year.

The unforeseen events that transpired which caused you to be less effective than you would have liked.

Look to the future. What events or circumstances are likely to come along during this next goal cycle to upset the best of intentions? What must you be prepared for?

13

## Down the Road

Using your knowledge of the city and your feelings for its long-range future, speculate as to the major issues the city will have to address during the next 5, 10, 20 years. Identify several of them. List them below, and tell how you think the city should begin preparing to deal with them.

1.

2.

3.

4.

5.

6.

"ONE SHOULD NOT PLAN VAST PROJECTS WITH HALF-VAST IDEAS."

Anonymous

14

# Criteria for Effective Goals

"THE BEST CRITERIA OF A GOAL IS THIS: IS IT USEFUL?"

- SPECIFICITY: General goals are less useful than specific ones because specific ones imply next steps.
- PERFORMANCE: Performance or action-oriented goals are more effective in guiding staff in what to do than are non-performance goals. Do not confuse statements of belief or council views and positions as goal-statements. Goal-statements lead to action, whereas statements of positions or beliefs may only describe a condition.
- INVOLVEMENT: Goal statements should identify who is to be involved in goal accomplishment and to what extent.
- REALISM: Each goal must be realistically attainable.
- OBSERVABILITY: Goal statements must be written so that an observer will be able to tell when and whether or not the goal is being accomplished. The more observable the goal, the easier it is to judge effectiveness.

15

## The 10 Most Important Goals

### I Think We Should Pursue This Next Year

Based upon your experiences last year, your beliefs and perceptions about the future of the city, and the ideas and concerns you have generated in working through this booklet, list the ten top goals you would like to see addressed this next year. You do not need to prioritize them. Write your goal statements with the "criteria for effective goals in mind."

16

## The Effective City Council

- maintains a clear and cooperatively established set of goals;
- encourages open, two-way communication between one another;
- respects the knowledges, skills, and special interests of each other;
- handles dissent, conflict, and controversy in a positive, constructive, and professional manner;
- recognizes and acts upon the importance of presenting a solid unity after decisions have been made, even though individuals might have voted and lobbied for a different decision prior to a vote;
- understands that the council is only effective as a single unit;
- recognizes that councilors have different constituencies and beliefs, and that each represents a legitimate part of the community - no more and no less than any other councilor;
- recognizes the differences between arguing and problem-solving;
- does not personalize issues and decisions; and
- understands that one is seldom going to have all decisions go the way one wants, and accepts and works positively within that framework.

"OFTEN, WHEN DEMOCRACY IS WORKING AT ITS BEST,  
EVERYONE IS JUST A LITTLE DISSATISFIED."

17

## Working Together

What ideas do you have about becoming a more effective council? What are some goals you think the council as a group should set for itself in order to become a more effective body? Use your past experience, your perceptions of council functioning, and the information generated by working through this booklet to develop your ideas. List them on this sheet.

14