

AGENDA

CITY COUNCIL GOAL SETTING WORK SESSION

January 29, 2021

10 am - 3 pm

VIA ZOOM

<https://zoom.us/j/99517323657?pwd=MHA0S1BkNnVUOE51ck9LclJ1M1FMUT09>

Meeting ID: 995 1732 3657

Passcode: 460971

Dial 1 253 215 8782 or 1 346 248 7799

CALL TO ORDER

ROLL CALL

DEPARTMENT PRESENTATIONS (5-7 min presentation, 6-8 mins Council questions)

- Finance/Traffic Court
- Public Works
- Police
- Community Development
- Library
- Human Resources
- City Clerk/IT

Lunch Break Noon (30 mins)

City Manager Summary (15 mins)

Goal Setting Discussion

Adjourn by 3pm

Prepared by/
Izetta Grossman, CMC
City Clerk

Department: Finance/Utility/Judicial

Finance:

- Coordination of Annual budget
- Coordination of Audit
- Maintain the primary Financial/Utility/Court computer system
- Transient Room Tax Audits/Gas Tax Audits
- Prepares various internal and external financial reports
- Permits:
 - Mobile Food Vendors
 - Transient Merchant
 - Resale
 - Animal Permits
- This department also prepares and manages the following entities:
 - Urban Renewal District
 - Tourism Promotion Funds
 - Parks and Recreation District
 - Mid-Columbia Fire Department
- General administrative functions:
 - Payroll
 - Fixed Assets
 - Cash Receipts
 - General Ledger
 - Accounts Payable
 - Accounts Receivable
 - LIDS/Nuisance Abatements

Utility Department:

- Process Payments for Water and Sewer Department
- Payment Plans and Water/Sewer Grant Applications
- Process Work orders for shutoffs, rereads and SDC's
- Process Delinquent notices and shut offs and door hangers for customers
- Sewer turnover to Waco County Annually
- Manage Collections

Judicial:

- Court Collections
- Town and/or city code violations
- Traffic enforcement
- Payments Plans and Payments
- Public record request



CITY OF THE DALLES
Department of Public Works
1215 West First Street
The Dalles, Oregon 97058

Public Works Department

The following information provides an overview of the organizational structure and primary functions the City's Public Works Department.

Department Organization

The Public Works Department consists of six Divisions.

| | |
|-----------------------|---|
| Water Treatment | Transportation |
| Water Distribution | Engineering |
| Wastewater Collection | Regulatory Compliance and Administrative Services |

In the 2019/20 Fiscal Year, the Department includes 44 full time employees and accounts for 60% of the City's total budget.

Department Functions

The City is charged with the responsibility to provide services and products that are often not well addressed in the private sector. Decisions are made based upon community-based desired levels of service, regulatory compliance, and affordability rather than being profit driven. Within this context, the Public Works Department exists to provide the following primary functions.

Water Treatment Division

- Provides for the operation and maintenance of The Dalles Municipal Watershed and the Wicks Water Treatment Plant to produce safe drinking water for the residents, businesses and industries of The Dalles.
- Is funded primarily through water utility rate revenues.

Water Distribution Division

- Provides for the operation and maintenance of pipelines, wells, reservoirs and pump stations that deliver drinking water to the City's residential, commercial and industrial customers.
- Is funded primarily through water utility rate revenues.

Wastewater Collection Division

- Provides for the operation and maintenance of the City's sanitary sewer pipes and pump stations that transport wastewater from homes, businesses and industries to the City's wastewater treatment plant.
- Also operates and maintains the City's storm water collection systems that collect and transport rain and snow-melt water from streets and parking lots in the City to receiving creeks and the Columbia River.
- Is funded primarily through wastewater utility rate revenues.

Wastewater Treatment Plant

- The Public Works Department administers the contract for the operation of the City's wastewater treatment plant and manages all capital projects undertaken at the facility.
- Is funded primarily through wastewater utility rate revenues

Transportation Division

- Provides for the maintenance of the street systems within the City including street surfaces and bridges.
- Conducts street sanding and plowing during winter weather events.
- The City's Municipal Code identifies that, in most cases, maintenance of sidewalks is the responsibility of adjacent property owners.
- Is funded primarily through State Share Revenues from Oregon fuel tax and permit fees, a local 3-cent gas tax, "impact" transfers from the Water and Wastewater Funds, and in recent years, contributions from the General Fund.

Special Revenues

Other major but occasional sources of funding that are primarily used for capital projects (as opposed to operations) include grants, loans, revenue bonds, and system development charges (SDCs), all of which come with their own restrictions and requirements.

The Police Department is responsible for the public safety within the city limits of the City of The Dalles. Services include but are not limited to:

- Protection of life and property
- The detection and apprehension of offenders
- Enforcement of state laws, city ordinances, and traffic laws
- Proactive Law Enforcement by partnering with community

The department is budgeted for 27 full time positions and 3 part-time.

- 1 Chief
- 1 Captain
- 5 Sergeants
- 18 Police Officers
- 1 Administrative Secretary
- 1 Department Secretary
- 1 part-time Evidence Technician
- 1 part-time Animal Control Officer
- 1 part-time Holiday Downtown Parking Officer

Enforcement programs include:

- MINT--Mid-Columbia-Interagency Narcotics Team
- Police Reserves
- Traffic Safety
- Major Crimes Team
- Watershed Enforcement
- Patrol Service (24 hour/7 day a week patrol services)
- SERT Special Emergency Response/Rescue Team

Non-enforcement programs include:

- Neighborhood Watch
- Parent/Child Aid Drug Testing
- Neighborhood Enforcement Action Team (NEAT)
- Homeless Identification Assistance Program
- Crisis Intervention Team (CIT)
- Community Drug take back
- School Safety Protocol/Plan committee
- Tip411 Platform for the public to report crimes anonymously and receive law enforcement notifications/alerts in real time
- Public Safety Peer Support
- Administrative Support Division (Sergeant, Codes Enforcement, Animal Control, NEAT, Evidence Technician)

2021-2022 Goals, and Projects

- Maintain transparency and the public's trust
- Transition the new Police Chief
- Maintain Technology and Equipment efficiency
- Justice Records Management upgrade
- Increase numbers in Police Reserve program
- Continue working with partners on homelessness and quality of life solutions
- Resume (in-person) stake holder meetings
- Support transitioning with the new District Attorney Office
- Continue work on the Mental Health Crisis (gaps in service)
- Work with Public Works to get the Watershed Patrol re-implemented

2020-2021 Accomplishments/Highlights

- Updated all Police Department policies. Binder copies and computer searchable format
- Hired and successfully trained three police officers
- Successfully navigated the local civil unrest and numerous protests without a serious incident
- Implemented STOP program (statistical transparency of policing)
- Successful implementation of homeless identification assistance program
- Fully staffed Police Department with an additional two sworn positions
- Successful Peer Support responses during critical incidents

Major Issues to be resolved in the next five years

- Law enforcement's challenges in qualified immunity
- Continue to work through law enforcement challenges to meet Boise vs Martin 9th Circuit Court homelessness/shelter requirements
- Continue internal leadership succession plan
- Ensure the public's trust and positive perception regarding police reform
- Provide continued training to officers regarding government interest to include; use of force, de-escalation, crisis intervention training, and trauma informed care

Fast Facts about the Community Development Department

The Community Development Department serves the public in resolving issues affecting land use, land development and planning for an improved quality of life in The Dalles. Staff in this department support the work of the Planning Commission, Historic Landmark Commission, the Urban Renewal Agency Board, and the City Council.

Long-Range Planning. Planners regularly update the City's Comprehensive Plan and Development Code to be consistent with Statewide Planning Goals, City Council goals, and input from residents and business owners. Staff presents options and makes recommendations to the Planning Commission. The Planning Commission then reviews and gives feedback on proposed policy and code changes, making recommendations to the City Council for consideration.

Current Planning. Current planning involves the review of development applications for compliance with the City's Land Use and Development Ordinance (Title 10 of The Dalles Municipal Code). Planners lead the development review process, coordinating with City staff in other departments who also regulate development such as staff in Public Works, Police/Codes Enforcement, Finance, and the Fire District. Staff also serve as the first point of contact with residents and business owners who inquire about development requirements and land use issues. Some development applications require review and approval by the Planning Commission and City Council.

Historic Preservation. The Community Development Department also houses the City's historic preservation program. Staff coordinates with the State Historic Preservation Office to ensure local consistency state and federal guidelines, all while learning about and obtaining grant funding to assist with achieving local preservation goals. The City's Historic Landmarks Commission reviews development modifications to designated historic buildings and provides guidance to the City Council and staff regarding the long-term vision for historic preservation in The Dalles.

Urban Renewal Agency. The Community Development Director is the Manager of the Columbia Gateway Urban Renewal Agency. The mission of the Agency is to eliminate blight and improve property values within the district boundaries. In the process, the intent is to attract aesthetically pleasing, jobs-producing private investments that will stabilize or increase property values and protect historic resources. To accomplish this mission, the Agency has adopted 14 goals and objectives which provide guidance in directing the urban renewal program. The Agency invests in public infrastructure and private property purchase, and development within the district to achieve its goals. The work of the Agency is guided by a nine-member Board, including three appointed City Council members.

CITY CLERK

The following is a partial list of duties of the City Clerk:

- Meeting Management City Council/Beautification Committee
- Supervisor of IT
- Website/Social media postings
- Teleconferencing equipment and training
- Lewis and Clark Festival Park/City Dock use
- City Elections Officer
- Records Retention Manager
- Public Records Request Coordinator
- Liaison between Chamber, Main Street and Cruise Ships
- Stay up to date with new technologies to support citizen engagement
- Arrange conference/lodging for Council and City Manager
- Prepare and monitor City Clerk budget
- Oversee preparation and monitor IT budget

Accomplishments this year:

Teleconferencing installation in the City Hall Conference Room; Council Chamber; and Public Works Conference room.

Researching new website – developing needs list and costs for City Manager consideration
FY21-22

Streamlining various public requests systems and policies – research tracking program that is compatible with other software currently in use

Finding and implementing new ways for citizen engagement at all City meetings

Coordination with Finance Director to merge Council Chamber with Traffic Court

Implementation of Help Desk system for submitting and tracking IT needs of staff

Updated sound system in Council Chamber



CITY of THE DALLES

313 COURT STREET
THE DALLES, OREGON 97058

(541) 296-5481
FAX (541) 296-6906

MEMORANDUM

TO: Honorable Mayor and City Council

FROM: City Manager Julie Krueger

DATE: January 20, 2021

Attached is the current City of The Dalles Benchmarking document. You have been presented some lists of the functions of various departments of the City.

Many projects will be worked on this year by staff in addition to focusing on what the City Council decides on as 2021 priorities.

I urge the City Council to focus on just a few items this year, as we all work toward economic recovery for our community.



City of The Dalles

Performance Benchmarking



The people of The Dalles are justifiably proud of their community. It has a long and valued history and continues to play a key role of North Central Oregon's social, cultural, economic, and government activities. We are passionate about our home and desire to see our community strengthen and prosper.

Nearly three decades ago, starting in 1992 the community began planning for change, and to harness such change to improve The Dalles, by creating a Vision Action Plan. This vision was updated in 2002, again in 2011, and plans are being laid to update the vision in 2018. Throughout this period, national, regional, and local dynamics have brought substantial change to our community. Our Vision can help us manage these forces and define the community that we want to become.

The City of The Dalles has a mission, has a duty, to take action in relevant areas to help our community achieve our vision. For our Vision and Mission to have an everyday meaning to us, it must be accompanied by deliberate planning efforts where we can see how our efforts will move our organization and our community forward.

This document details a framework to organize our efforts, track, and then celebrate them together.

This document is intended as a work in progress. Our mission, vision, values, and goals will evolve as our community changes although they should remain fairly constant. The objectives and strategies identified by our Departments and Divisions will require periodic review, refinement, creation, and deletion.

Detailed documents such as the Comprehensive Plan, Capital Improvement Plan, Transportation System Plan, Water Master Plan, Sewer Master Plan, Urban Renewal Agency Master Plan, Airport Master Plan, and related planning documents are integral to the support of our mission.

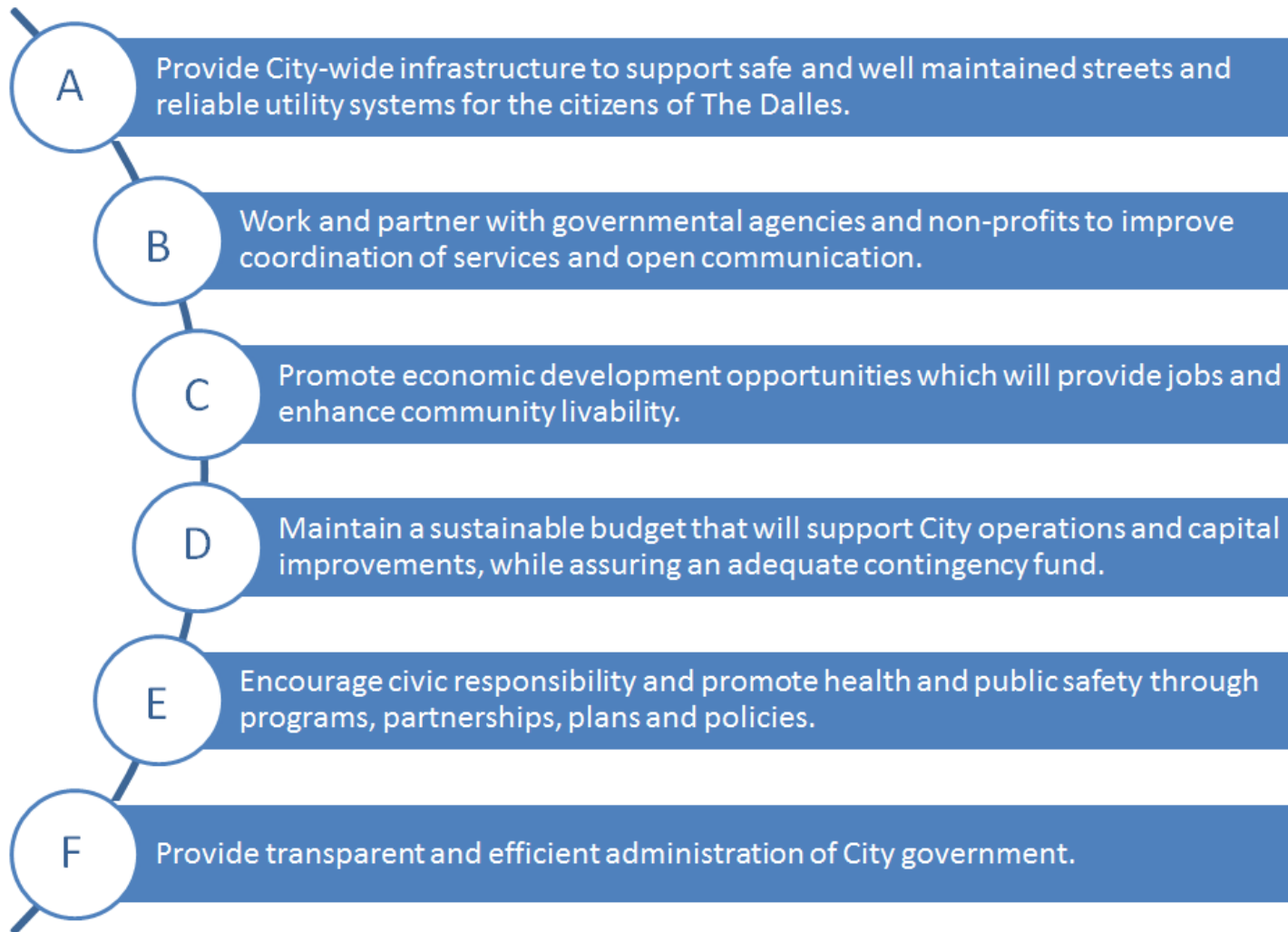
Our Vision

A community that has involved citizens of all ages, strong local collaboration, green spaces, a revitalized downtown, efficient government, is a commercial hub, honors our cultural diversity, has a proactive education system, has compatible neighborhoods, a far ranging transportation system, and a comprehensive medical system. (Compiled summary of VAP)

Our Mission

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

Our Goals



Our Values



Our Values are our everyday framework that guides *all* of our decision making processes, our relationships with the community, and our workplace cultural environment.

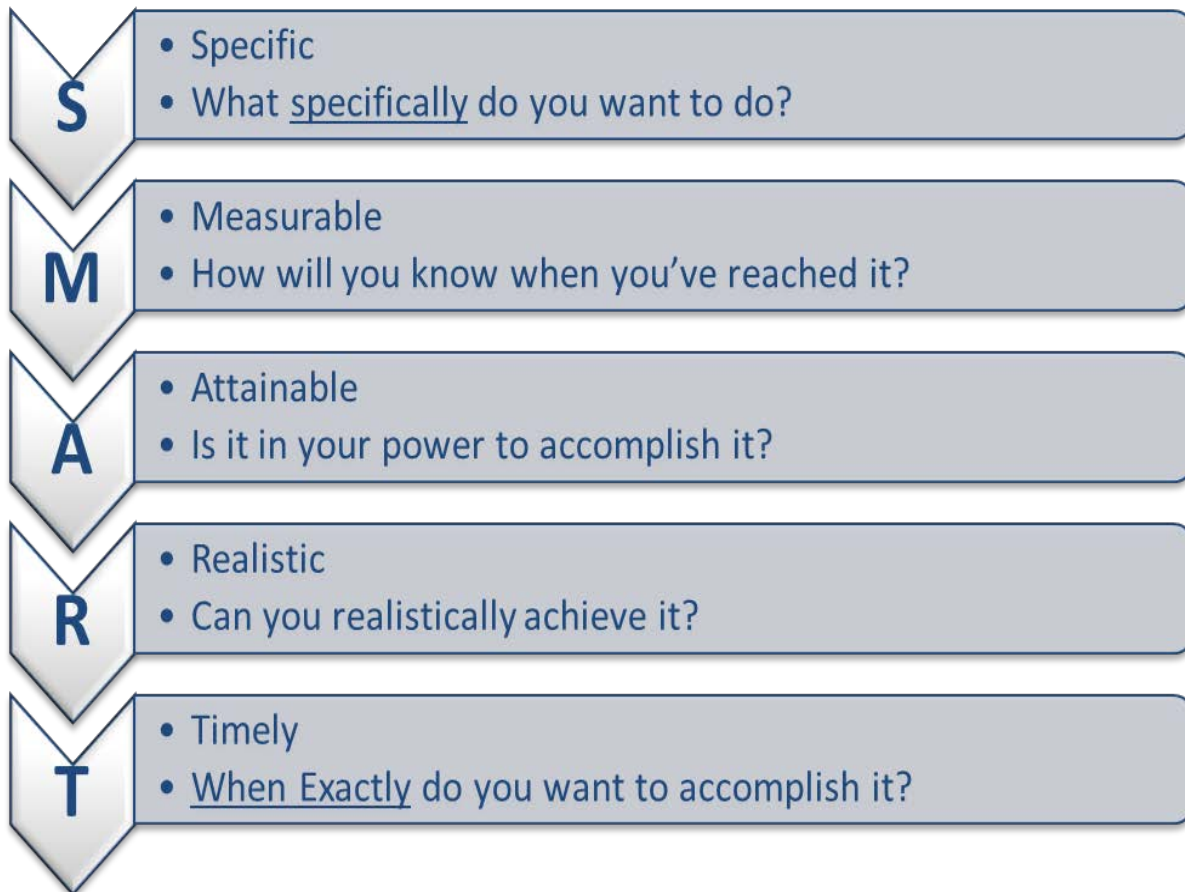
Review and Update Process

Vision, Mission, Values: Every 10 years (Community)

Goals: Every 5 years (City Council)

Objectives and Strategies: Annually (Departments craft; Reviewed by City Council)

The below image details aspects to think about when developing our goals, objectives, and strategies:



Terminology

| | |
|---|---|
| Vision: What do the citizens want the community to become? | |
| Mission: What is the City's role in achieving that vision? | |
| Values: What guides our efforts in every situation? | |
| Goals: How will the City achieve the mission? | |
| Objectives: How will Departments achieve the goals? | |
| Operations and Maintenance: Ongoing Efforts | Capital: Time Definitive |
| Strategies: What actions will be taken to achieve the Department objectives? | Strategies: How do we effectively complete time definitive projects? |
| Benchmarks: What will we measure to determine if the strategy is achieving the objective and goal? | Benchmarks: What will be measured to evaluate capital projects? |

Operations and Maintenance

| Goals | Objectives | Strategies | Performance Benchmarks |
|---|---|--|--|
| A. Provide City-wide infrastructure to support safe and well maintained streets and reliable utility systems for the citizens of The Dalles. | <u>IT</u> <ul style="list-style-type: none"> • Use electronic data gathering of City activities for productivity and efficiency analysis | <ul style="list-style-type: none"> ○ Extend mobile electronic record keeping and work order systems used by departments/divisions | <ul style="list-style-type: none"> • Measure average response time of service requests before and after utilization of electronic record keeping |
| | <u>Street Division</u> <ul style="list-style-type: none"> • Take pro-active efforts to preserve roadways <u>Waste Water Division</u> <ul style="list-style-type: none"> • Monitor Federal and State regulation changes and make necessary adjustments/improvements for waste water system compliance • Use Capacity, Management, Operation and Maintenance (CMOM) for continuous improvement and preventive actions in wastewater utility operations • Conduct activities to support | <ul style="list-style-type: none"> ○ Develop a DCI Pavement Condition Index with matrix that helps decide what roads get work and what type of work they receive ○ Develop 5-10 year Pavement management program <ul style="list-style-type: none"> ○ Continue to implement EPA guidance for capacity, management, operations, and maintenance program by using EPA Publication 305-B-05-002 to evaluate Capacity, Management, Operation and Maintenance (CMOM) programs ○ Develop/update existing Standard Operating Procedures for wastewater utility operations ○ Update Sanitary Sewer Overflow Prevention Program | <ul style="list-style-type: none"> • Percentage of pavement management program completed each year • Complete CMOM evaluation yearly • Acceptable pH monitoring |
| A. Provide City-wide infrastructure to | | | |

| Goals | Objectives | Strategies | Performance Benchmarks |
|--|---|--|--|
| support safe and well maintained streets and reliable utility systems for the citizens of The Dalles. | the renewal of the City's Wastewater Treatment Plant NPDES discharge permit through Oregon DEQ | <ul style="list-style-type: none"> ○ Conduct a pH monitoring program in the Columbia River ○ Prepare a Mercury Minimization Plan | report <ul style="list-style-type: none"> • Acceptable Mercury Minimization Plan |
| | Water Division <ul style="list-style-type: none"> • Maintain yearly schedule of water meter replacement (4,810 meters total) and PRV maintenance | <ul style="list-style-type: none"> ○ Opportunity driven, route-by-route ○ Reserve time in early spring to facilitate ○ Explore pre-fabs for increased efficiency | <ul style="list-style-type: none"> • Replace 8% of water meters each year • Rebuild 12 valves each year |
| | WICKS <ul style="list-style-type: none"> • Provide safe water by meeting all State and Federal safety regulations | <ul style="list-style-type: none"> ○ Review and update operating protocols ○ Provide training opportunities on new technology and operating protocols | <ul style="list-style-type: none"> • Zero safety incidents and all inspections passed • Achieve/maintain SHARP designation • Staff has met the required 2 continuing Education Credits needed every 2 years |
| | <ul style="list-style-type: none"> • Conduct monthly Crow Creek Dam and Dog River Inspections Administration <ul style="list-style-type: none"> • Maintain infrastructure of City owned buildings and properties | <ul style="list-style-type: none"> ○ Identify possible efficiencies and additional resources that could be obtained to allow staff to conduct inspections <ul style="list-style-type: none"> ○ Maintain yearly schedule of needed maintenance ○ Maintain standardized list of contractors who are licensed and bonded to perform work | <ul style="list-style-type: none"> • 11 yearly inspections completed on the Crow Creek Dam and Dog River Pipeline <ul style="list-style-type: none"> • Yearly updated list of contractors |

| Goals | Objectives | Strategies | Performance Benchmarks |
|---|--|--|---|
| B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication. | Administration <ul style="list-style-type: none"> • Maintain monthly meetings between City Manager/Department heads and community partners • Communicate with community on topics and pressing issues • Expand relationship with local Tribes • Communicate timelines and schedules of developments/projects to applicable partners • Timely provision of City meeting information to partners and community | <ul style="list-style-type: none"> ○ Setup a regular schedule of monthly meetings ○ Attend Community Outreach Team (COT) meetings ○ Review partner list each year ○ Speak to Civic Groups ○ Radio appearances ○ Request permission to have City Mayor and Manager attend Tribal meetings ○ Support Native American cultural events ○ Continue to acknowledge Tribal rights established at the commercial dock ○ Project Manager assigned to each project will identify and reach out to potential partners in advance of implementation ○ Timely provide agenda packets to partner list ○ Yearly update the partner list based on COT members and active city partnerships ○ Increase number of people who receive newsletter by adding newsletter signup option | <ul style="list-style-type: none"> • Number of meetings attended • Monthly radio appearances • Monthly Mayors Message • 1 Civic group a quarter • Attendance of at least 1 Tribal Council meeting each year • Attendance at Tribal cultural events • Partnerships to logistically or financially support Tribal events • Opportunities identified for efficiencies • Partnerships and efficiencies reported through newsletter • Number of email receipts and email “open rates” • Number of people attending meetings |
| | | | |

| Goals | Objectives | Strategies | Performance Benchmarks |
|---|---|--|---|
| B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication. | <u>IT and Police</u> <ul style="list-style-type: none"> • Work with County 911 for shared dispatch services | <ul style="list-style-type: none"> ○ Increase traffic on website and Facebook by posting agendas, press releases etc. | <ul style="list-style-type: none"> • Increase in Facebook, website traffic, and newsletter readership |
| | <u>WICKS</u> <ul style="list-style-type: none"> • Provide water testing services to community and partnering agencies as availability and resources permit • Work with partners to continue adult and youth hunting outings in The Dalles Watershed • Bring back the annual public tours of the Wicks Water Treatment Plant | <ul style="list-style-type: none"> ○ Support upgrades and audit compliance, secure shared resources according to Criminal Justice Information Services (CJIS) Security Policy ○ Offer testing services for irrigation water as available ○ Recoup all staff and materials cost for providing said testing ○ Share billing and payment reports between Finance and WICKS ○ Work with ODFW to carry out annual controlled adult and youth Elk hunts in The Dalles watershed ○ Assemble packets/permits for hunters and facilitate check in/check out stations ○ Select a day for tour and publicize | <ul style="list-style-type: none"> • Pass Criminal Justice Information Services Security Policy audit (Every 3 years) with little to no remediation steps needed • Number of outside partners utilizing services • Cost vs revenue ratio • 95% recovery of accounts for testing provided • Adherence to providing safe water to Dalles residents as a priority • 1 controlled adult hunt and 1 controlled youth hunt per year • 1 yearly public tour |

| Goals | Objectives | Strategies | Performance Benchmarks |
|--|---|--|--|
| C. Promote economic development opportunities which will provide jobs and enhance community livability. | <u>Administration and CED</u> <ul style="list-style-type: none"> • Develop and manage economic development tools for the City | <ul style="list-style-type: none"> ○ Manage Enterprise Zone and comply with all State requirements, conduct awareness efforts ○ Manage Vertical Housing Development Zone and comply with all State requirements, conduct awareness effort ○ Manage/assist with Urban Renewal projects | <ul style="list-style-type: none"> • Number of applicants submitted • 100% of companies with an Enterprise Zone submit timely yearly required reporting • Number of jobs created • Amount of private investment in community |
| | <ul style="list-style-type: none"> • Conduct studies to guide community development, recruitment and retention efforts | <ul style="list-style-type: none"> ○ Update and utilize the Vision Action Plan ○ Conduct a market and an economic opportunities analysis to guide retention and recruitment efforts | <ul style="list-style-type: none"> • Updated VAP every 10 years • Yearly review of VAP with Council and Boards |
| | <ul style="list-style-type: none"> • Leverage outside resources to reduce development barriers and assist with community development | <ul style="list-style-type: none"> ○ Apply for grants to conduct items such as a Priority Brownfields Database, integration of Housing and TSP, etc. | <ul style="list-style-type: none"> • Number of grants acquired • Amount of grant funding acquired |
| | <u>Engineering and CED</u> <ul style="list-style-type: none"> • Provide timely plan review | <ul style="list-style-type: none"> ○ Develop jointly accessed database between CED and Public Works that details when plans are received, where they currently are, and status. Develop notification system when updated | <ul style="list-style-type: none"> • 7 day turnaround time on plan review, average of 5-6 days • Meet State processing time guidelines in 100% of cases |

| Goals | Objectives | Strategies | Performance Benchmarks |
|--|--|--|--|
| C. Promote economic development opportunities which will provide jobs and enhance community livability. | <u>CED</u> <ul style="list-style-type: none"> • Enforce City Code | <ul style="list-style-type: none"> ○ Employ both responsive and pro-active code enforcement | <ul style="list-style-type: none"> • Number of yearly code complaints |
| | <u>Library</u> <ul style="list-style-type: none"> • Provide community access to equipment and education to encourage collaborative creation. • Increase Library patronage | <ul style="list-style-type: none"> ○ Develop and establish a makerspace to complement the Teen Programming and Digital Media Room ○ Provide diverse collections by reviewing and updating collections with new and newly published materials ○ Provide diverse programming for the community ○ Increase/improve marketing of the Library through social media, flyers, newsletter, radio, and digital message boards | <ul style="list-style-type: none"> • Number of patrons attending programs • Number of distinct programs • Number of library cards • Total number of visitors for the year • Number of distinct programs • Social media following and engagement on posts • Circulation Numbers • Number of newsletters distributed, radio spots, |

| Goals | Objectives | Strategies | Performance Benchmarks |
|--|---|--|--|
| D. Maintain a sustainable budget that will support City operations and capital improvements, while assuring an adequate contingency fund. | <u>Water Division</u> <ul style="list-style-type: none"> • Reduce sources of lost revenue | <ul style="list-style-type: none"> ○ Replace old and inaccurate water meters | <ul style="list-style-type: none"> • Estimated/actual reduction in revenue loss |
| | <u>Finance</u> <ul style="list-style-type: none"> • Keep City Manager, Councilors, and Department Managers informed of financial goals during decision making processes | <ul style="list-style-type: none"> ○ Updates on maintaining contingency and ending fund balance ○ Software alerts to Departments/Divisions that are close to budget limits ○ One-sheet of financial goals/requirements provided at Council dais | <ul style="list-style-type: none"> • Maintain contingency and ending fund balance • Decrease in Departments/divisions that have line items that go over budget |
| | <u>Human Resources</u> <ul style="list-style-type: none"> • Reduce costs associated with workers compensation | <ul style="list-style-type: none"> ○ Conduct safety committee meetings ○ Review previous incidents and root causes and report most common type of injury and how to prevent yearly ○ Utilize SAIF funds to improve workplace safety | <ul style="list-style-type: none"> • Workers Compensation Rating Factor • Number of claims and amount of time loss |
| | <u>Street Division</u> <ul style="list-style-type: none"> • Sustainably finance street maintenance and construction | <ul style="list-style-type: none"> ○ Develop a funding tool such as a street utility fee to fund department | <ul style="list-style-type: none"> • Percentage of street maintenance and construction funded by its own funding means versus supplemented by other funding sources |

| Goals | Objectives | Strategies | Performance Benchmarks |
|---|---|--|---|
| E. Encourage civic responsibility and promote health and public safety through programs, partnerships, plans, and policies | <u>Police, City Manager & Legal</u> <ul style="list-style-type: none"> • Explore possible methods to address increasing crime/complaint incidents | <ul style="list-style-type: none"> ○ Draft and facilitate a discussion regarding an Exclusion Zone ordinance ○ Explore resources and partnerships for housing, employment, mental health, and other resources ○ Allow community service as restitution in lieu of fines | <ul style="list-style-type: none"> • Reduction in crime and complaints • Increase in client participation in various resources • Aggregate community service hours |
| | <ul style="list-style-type: none"> • Utilize technology to better capture obligated and non-obligated police work | <ul style="list-style-type: none"> ○ Explore the efficient use and integration of newly acquired tablets to better account for police activity/work | <ul style="list-style-type: none"> • Integration of tablets in accounting for non-obligated contacts • Number of non-obligated contacts |
| | <u>Legal</u> <ul style="list-style-type: none"> • Utilize New Hope Court for cases involving mentally challenged individuals and cases involving alcohol and drug abuse | <ul style="list-style-type: none"> ○ Partner with Center for Living to assist with medical, housing, and treatment needs of individuals ○ Inform repeat defendants that New Hope Court exists and its requirements | <ul style="list-style-type: none"> • Number of participants in the program • Percentage of participants that graduate from the program • Number of defendants that decline the service |
| | <ul style="list-style-type: none"> • Provide Victim Advocacy | <ul style="list-style-type: none"> ○ Review police reports and identify victims for outreach ○ Contact victims through phone and/or letter to inform them of available services | <ul style="list-style-type: none"> • Number of victims contacted per year • Number of victims who respond and are being provided services |
| | <u>Police</u> <ul style="list-style-type: none"> • Identify patrol enforcement priorities | <ul style="list-style-type: none"> ○ Yearly review to establish/confirm patrol enforcement priorities such as DUII, Distracted Drivers, | <ul style="list-style-type: none"> • Identified patrol enforcement priorities and communicate to officers, city, and community via newsletter, |

| Goals | Objectives | Strategies | Performance Benchmarks |
|---|--|--|---|
| E. Encourage civic responsibility and promote health and public safety through programs, partnerships, plans, and policies | | Speed Enforcement, etc. <ul style="list-style-type: none"> ○ Seek grants and other resources to conduct enforcement exercises ○ Public awareness through social media, newsletter, paper media, and community outreach | press releases, etc. <ul style="list-style-type: none"> • Enforcement exercises conducted • Reduction in identified priorities |
| | <u>CED</u> <ul style="list-style-type: none"> • Educate the community in the control and removal of puncture vine, meter protection, snow removal, and community cleanup day | <ul style="list-style-type: none"> ○ Yearly postcard reminder insert in City billing ○ Door knockers ○ Block letters ○ Facebook posts ○ Hotline for standard questions and inquiries about puncture vines, etc. | <ul style="list-style-type: none"> • Reduction in code complaints for described issues |
| | <ul style="list-style-type: none"> • Implement parking codes/ordinances that balance enforcement and utilization of resources | <ul style="list-style-type: none"> ○ Work with Police Department and legal to review and update parking codes/ordinances | <ul style="list-style-type: none"> • Reduction in code complaints • Number of parking violations that involved police enforcement |
| | <u>Library</u> <ul style="list-style-type: none"> • Maintain a diverse selection of materials; paper media, digital, and special collections | <ul style="list-style-type: none"> ○ Update collections as required and documented under State guidelines ○ Explore and strengthen concept of a, “library of things” not “just” books through special grants and other partnerships | <ul style="list-style-type: none"> • New content/materials offered at the library • Expansion of special collections |
| | <ul style="list-style-type: none"> • Increase patronage and circulation of offered materials | <ul style="list-style-type: none"> ○ Increase marketing efforts and educational opportunities through programs ○ Maintain diverse collections | <ul style="list-style-type: none"> • Program attendance • Number of new visitors, current members, new members |

| Goals | Objectives | Strategies | Performance Benchmarks |
|--|---|--|---|
| F. Provide transparent and efficient administration of City government. | Human Resources <ul style="list-style-type: none"> • Maintain compliance with all Federal and State regulations • Ensure cost effective recruitment for open positions • Reduce non-retirement turnover | <ul style="list-style-type: none"> ○ Review policies and procedures on a yearly basis and document using database ○ Utilize new systems, processes and software in posting positions and evaluate return on investment (ROI) ○ Provide holistic incentives for employee retention ○ Insure employees perceived risks and issue are assessed by investigation and evaluation ○ Provide continuing education and management training to staff identified through personnel evaluation | <ul style="list-style-type: none"> • All policies are reviewed yearly and are in compliance with Federal and State regulations • Reduction/stable percentage of budget spent on hiring • Reduction/stable total cost per hire • Reduction in staff turnover due to non-retirement reasons • Increase in average length of employment |
| | <ul style="list-style-type: none"> • Ensure all employees have required trainings to perform job functions • Reduce number of safety incidents | <ul style="list-style-type: none"> ○ Utilize matrix of employee names by job function to identify needed trainings and track documentation in personnel files ○ Conduct safety committee meetings ○ Review previous incidents and root causes and report most common type of injury and how to prevent yearly | <ul style="list-style-type: none"> • Percentage of employees who have all required trainings 25% to 90% in 3 years • Ultimate goal of 0.45 incidents since 2013, step down to 10, 8, 7, etc. • 0.9% Safety Rating or below |

| Goals | Objectives | Strategies | Performance Benchmarks |
|--|---|---|---|
| F. Provide transparent and efficient administration of City government. | <u>Finance</u> <ul style="list-style-type: none"> • Reduce the number of phone calls and staff time spent on billing • Reduce amount of time spend on hand entered documentation/processing | <ul style="list-style-type: none"> ○ Establish capability for users to view and pay their water/sewer bill online ○ Evaluate new finance system for tools to complete transactions electronically | <ul style="list-style-type: none"> • Increase in % of bills paid online • Reduction in phone calls and staff time process bills paid in person • Number of transaction types that rely on hand entered steps |
| | <u>Administration</u> <ul style="list-style-type: none"> • Improve the ability for citizens to learn and be involved about City government • Consolidation of records and consistent recording and maintenance of records per retention schedule • All resolutions, ordinances, agreements, contracts, deeds, easements, leases, and encroachment <u>paper original</u> | <ul style="list-style-type: none"> ○ Live stream City Council meetings ○ Establish a Citizens Academy type learning course ○ Continuous use and update of records retention management software ○ Monitor uploads to retention software quarterly ○ Biannual informational meetings; reminder emails/newsletter article ○ Use of retention software auto notification system for files that need to be destroyed/deleted ○ Confirm all departments have proper record retention policies that are being followed ○ Quarterly check on | <ul style="list-style-type: none"> • Number of viewers • Increase in total volunteers across City boards and committees • Record retention policies are updated yearly • Checks completed all four quarters |

| Goals | Objectives | Strategies | Performance Benchmarks |
|-------|--|--|--|
| | <p>filed with City Clerk</p> <p><u>Legal</u></p> <ul style="list-style-type: none"> • Complete, finalize, and distribute all contracts and agreements to appropriate parties • Reduce ticket delinquency | <p>department uploads</p> <ul style="list-style-type: none"> ○ Annual record retention meeting with managers <hr/> <ul style="list-style-type: none"> ○ Maintain a database/tracking sheet of contracts and agreements in process <hr/> <ul style="list-style-type: none"> ○ Develop a payment plan for all delinquent accounts ○ Send out bill reminders | <ul style="list-style-type: none"> • 80% manager attendance at annual meeting <hr/> <ul style="list-style-type: none"> • 100% of contracts and agreements finalized, distributed to appropriate parties, and properly documented • 100% of accounts on payment plan • Ratio of paid in full vs. payment plan |

Capital Projects

| Goals | Objectives | Strategies | Performance Benchmarks |
|--|---|---|---|
| <p>A. Provide City-wide infrastructure to support safe and well maintained streets and reliable utility systems for the citizens of The Dalles.</p> <p>B. Work and partner with governmental agencies and non-profits to improve coordination of services and open communication.</p> <p>C. Promote economic development opportunities which will provide jobs and enhance community livability.</p> <p>D. Maintain a sustainable budget that will support City operations and capital improvements, while assuring an adequate contingency fund.</p> <p>E. Encourage civic responsibility and promote health and public safety through programs, partnerships, plans, and policies</p> <p>F. Provide transparent and efficient administration of City government.</p> | <p><u>All Departments</u></p> <ul style="list-style-type: none"> • List Capital Projects necessary for the long term sustainability of the City Government and whole community. | <p><u>All Departments</u></p> <ul style="list-style-type: none"> ○ A 5 year Capital Improvement Plan will be continually updated and executed ○ Every project has an estimated timeline, budget, and safety plan | <ul style="list-style-type: none"> ➤ All Projects are completed within 10% of estimated timeline ➤ Projects are completed within 10% of estimated budget ➤ Projects are completed with zero safety incidents |

City of The Dalles
313 Court St
The Dalles, OR 97058
541-296-5481

January 29, 2021

Public Restroom for Downtown The Dalles ("The Loo Project")

Brief History: In 2016, as a concerned citizen and registered nurse, I began studying ADA public restroom availability in the downtown core area. I found there were no 24/7 restrooms available to the public.

In 2017, I began researching the Portland Loo; an ADA restroom, manufactured in Portland, Oregon and installed nationwide.

City Commitment:

In March of 2018, I made a presentation to the City Council and on May 22, received a letter of support which stated; **"As you move the project forward, The City of The Dalles is committed to partnering by providing space at the site known as the ARCO parking lot for placement of the loo. In addition, the City is willing to pay the cost to extend water and sewer service, including labor, equipment, materials, cost to hire a plumber, and would pay the on-going monthly water and sewer fees."**

Current Request:

I am now bringing this back to City Council as part of the Beautification Committee to see if the City of The Dalles would take on this very important project which will include maintenance. As a sign of further support, the PUD has offered to put in all required electrical hookups.

Solid Community Support:

I have spoken with our local businesses and found that they are very open to this type of facility for shoppers, tourists and the community as a whole.

The facility:

After careful consideration the Portland Loo was evaluated as the best choice for a community style restroom offering safety and protection to the public while offering a critical and necessary public service.



www.PortlandLoo.com Please check out their website.

There are 20 Loo's in Portland and 100 nationwide. In Portland the facilities are managed by the Parks and Recreation but more often in smaller communities Public Works is the primary manager of the program.

Intergovernmental Support:

I have had several conversations with the City Manager and others who support the idea of providing this necessary facility in the community. With increased future downtown traffic from tourism and growth in the core area, it is a needed facility and represents the core values of the City of The Dalles.

I hope you will seriously look at this project. I am prepared to answer any of your questions or concerns.

Thank you for your attention.
Judy Merrill
jude@gorge.net

December 28, 2020

Klindt's Booksellers & Stationers
315 East 2nd St.
The Dalles, OR
97058

To Whom it May Concern:

As a small business in downtown The Dalles, a public restroom would be a huge benefit to serving our community.

Our building and business have been part of the downtown for 150 years. We love serving the community. However, having to provide a public restroom many times throughout the day, taxes our systems. Not only do we have to spend more resources to clean, often times our system simply cannot handle the use.

Due to many toilet back-ups, we have lost merchandise on multiple occasions and had to take extra maintenance time and cost to clean up. We are simply not set-up to serve the bathroom needs of the community. However, since there are often times no other options on a place to send people, such as the weekends, for example, we find ourselves always trying to accommodate.

Please consider a public restroom option.

Regards,

Kristin Klindt & Joaquin Perez

A handwritten signature in black ink that reads "Joaquin Perez & Kristin Klindt". The signature is written in a cursive, flowing style. "Joaquin" is written in a large, looped script, followed by "Perez" in a similar but slightly smaller script. A small ampersand "&" connects "Perez" to "Kristin", which is written in a more upright, but still cursive, script. "Klindt" follows "Kristin" in a similar cursive style.

City of The Dalles Beautification Committee

It is the mission of the Beautification Commission to add to the rich cultural history of our place; share the beauty of our community; and instill a sense of pride in our public, private, and communal outdoor spaces.

December 21st, 2020

Dear Honorable Mayor Mays and The Dalles City Council,

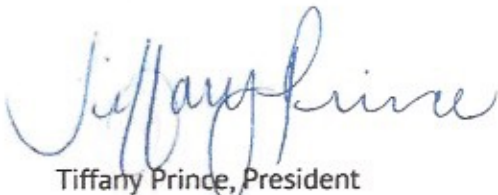
As the City of The Dalles continues to grow in a variety of ways residents, tourists, and returning visitors are looking to the City to spearhead and motivate revitalization, vitality, and accessibility to our city center. For generations The Dalles and the Columbia River Gorge have been a place where cultural, commercial, and recreational activities have converged. Our area continues to show potential to, once again, become a major destination for residents and tourists alike.

One tenet to fostering livability and visitability in our City is having readily available access to clean and safe public restroom(s). Public restrooms are fundamental to human dignity and are critical to people who are restroom challenged (seniors, pregnant women, children, people with medical/mental conditions, or disabilities). Essentially, without access to public restrooms, some people are left no choice but to urinate or defecate in the open.

The Dalles Beautification Committee applaud the ongoing commitment and recent progress made to bring public restrooms to downtown The Dalles. This work highlights the move towards a common vision and the spirit of collaboration; key components of bringing any project to life.

Actively backing the continued efforts to bring the "Portland Loo Project" to downtown The Dalles falls in line with the Beautification Committee's mission - to add to the rich cultural history of our place, share the beauty of our community; and instill a sense of pride in our public, private, and communal outdoor spaces. Without such a space, we would be amiss in welcoming and encouraging residents and visitors to consider spending time in our historic downtown.

For these reasons, The City of The Dalles Beautification Committee unanimously vote in support of the "Portland Loo Project."

A handwritten signature in blue ink, reading "Tiffany Prince". The signature is fluid and cursive, with the first name being more prominent.

Tiffany Prince, President
The Dalles Beautification Committee



CITY of THE DALLES

313 COURT STREET
THE DALLES, OR 97058

PH (541) 296-5481
FAX (541) 296-6906

May 22, 2018

Judy Merrill
(via email)

RE: CITY SUPPORT FOR PUBLIC LOO PROJECT

Dear Judy,

I had an opportunity to speak with the City Council yesterday and confirm the City's support of the public loo project.

As you move the project forward, the City of The Dalles is committed to partnering by providing space at the site known as the ARCO parking lot for placement of the loo. In addition, the City is willing to pay the cost to extend water and sewer service, including labor, equipment, materials, cost to hire a plumber, and we would pay the on-going monthly water and sewer fees.

I'm hopeful and confident that you will be able to secure other partners in the community to assist with the on-going maintenance and electrical connections needed, as well as purchasing and installing the loo.

Warm Regards,

Julie Krueger
City Manager

c: City Council

Date: December 7, 2020

To: The Dalles City Council and Mayor

From: Luise Llangheinrich, owner Lines of Designs, 107 E. 2nd St., The Dalles, OR

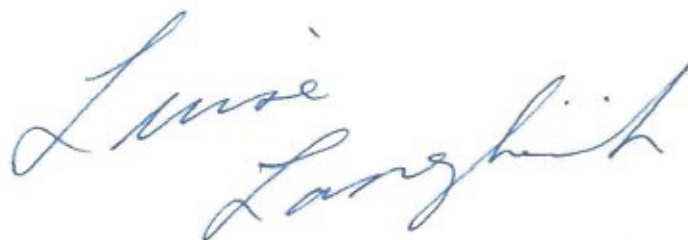
Re: Portland Loo

Honorable Councilors and Mayor,

I am writing this letter in support of a Portland Loo for downtown The Dalles. I have been a downtown business owner for over 16 years and I have seen first hand the need for public restrooms. People of all ages and walks of life have asked to use the facilities over the years. Some are parents with children, tourists, the elderly and so on. Many buildings and businesses downtown are not able to meet this demand, and why should they.

I have seen the value first hand for a community that provides clean public restrooms--they are visited. I have traveled with an elderly parent and I can attest to the importance of finding easy access restrooms. The Dalles is a destination for visitors regionally and from river cruise boats. Providing clean public facilities is more than just a nicety, it is a necessity.

Please support the Portland Loo. I do.

A handwritten signature in blue ink that reads "Luise Llangheinrich". The signature is written in a cursive style with a large, stylized 'L' at the beginning.

January 7, 2021

A The Dalles Street Tree Plan

Summary:

The Dalles Beautification Committee has recognized the importance of trees in our community. While performing research on a tree plan the committee learned of prior work that had been accomplished on the project nearly 27 years ago. It is the Beautification Committees hope that the current City Council will review and become aware of this past effort and designate a priority consideration for this next year.

History:

In 1994 The Dalles City recognized the importance of good tree management within the city limits and developed a General Ordinance which unfortunately was never implemented. Nearly three years of effort was put forward by volunteers to create the comprehensive ordinance after hundreds of hours of intensive collaboration and study with arborist professionals. The report is comprehensive and supports active involvement by the City and other associated entities such as Parks and Recreation.

Current Considerations:

The Dalles Beautification Committee is actively seeking guidance from the City Council on developing priority projects which will contribute to the attractiveness and livability for our visitors and residents. Please review the attachments and provide input as time allows. There are many files beyond the two attachments listed that are available for your review.

Thank you for your time and consideration.

The Dalles Beautification Committee / Bill Lennox

Attachments:

<https://www.dropbox.com/sh/n3pv1slregyrt4q/AABfy4Dn8JlqPdwIw3JPCm4a?dl=0>



CITY of THE DALLES

**313 COURT STREET
THE DALLES, OREGON 97058**

(541) 296-5481
FAX (541) 296-6906

M E M O R A N D U M

TO: Honorable Mayor and City Council

FROM: City Clerk Izetta Grossman

DATE: January 29, 2021

ISSUE: Best Practices attachment

The attached document is being distributed at the request of Mayor Mays and Councilor Richardson who attended the Portland State University “Boot Camp” for City and County elected officials.

It is presented for your information only, not part of the Goal Setting discussion.

Thank you

Best Practices for an Effective Team Member

Absolute basics

- The governing board has power only as a body. Even the mayor is just one vote (in some cities, only a tie-breaker) on policy issues.
- No surprises: Whenever possible, inform others before they learn important news in public.
- Support the legitimacy of board decisions, even those you didn't vote for. When a decision is made, move on.
- Remember: You are seen as a leader at all times, no matter how you see yourself.
- Your city manager or county administrator is your new best friend.

Speak clearly

- Say what you mean and mean what you say: limit political speeches and don't posture or grandstand. Be brief and to the point.
- Clearly explain how you got to your position and how you believe it serves the public interest, especially when you disagree with a staff or committee recommendation.
- You do not have to weigh in on every question. Sometimes it's OK to just vote.
- In public settings outside of the board, be crystal-clear whether you are speaking as an individual or for the board.
- It's OK to be passionate!

Act respectfully

- Separate issues from the individual; don't personalize discussions or issues.
- Listen to others. Make sure you have understood them, and make sure they know you have understood them. Be quick to listen and slow to speak.
- Do not criticize any colleague, staff member, or citizen in a public setting. In general, praise people in public and criticize in private.
- Whenever you have a choice between being right and being kind, choose to be kind.
- Deal directly and politely with challenging behaviors: irritating personal styles, passive aggressive behavior, dominating the conversation. If you have a concern with another member, speak directly to that person (in private).
- If you have any concerns about staff members or staff performance, share them (privately) with the city manager.
- Maintain your sense of humor; don't take yourself too seriously. Avoid sarcasm.

Advance the process

- Look for common ground and shared values.
- Strive for consensus, but don't settle for the lowest common denominator. As a general rule, consensus makes for strong and lasting decisions. Majority rule is the final recourse, and divided votes are part of the process. It is best to avoid closely split decisions becoming the norm, especially when the same people are consistently in the minority.
- Take personal responsibility for encouraging respectful behavior among your colleagues.
- Stay engaged and help to keep everyone else engaged. Keep discussion focused on the issue at hand.
- Be open with sharing information. Give unto others information you would want them to give unto you.
- Maintain your independence. In general, it weakens your effectiveness to be seen as a member of a bloc.
- Spend some casual time with your colleagues. Invite them to get together informally, particularly those of opposing views.
- Take time to celebrate accomplishments: look what we did!

Be smart

- Whenever you put anything in writing, assume that everyone in the city is looking over your shoulder.
- Learn the businesses of your jurisdiction through visits, walk-throughs, and ride-alongs.
- Share credit freely. Be generous with praise and thanks. Spread opportunities to get positive recognition and spread responsibilities to do things that will evoke criticism.
- Don't suggest program cuts or increases on a piecemeal basis. Decisions with major financial implications should be considered in the context of citywide priorities, as part of the regular budget process.
- When you have a bright idea, resist the temptation to bring it to the board until it is ready. Start by consulting with the city manager to help frame and research the issues.
- Board agreement is required to start, slow down, or stop a project.
- Pick your battles. Try hard to win on matters important to you, and let others win on matters important to them and not so important to you.



Guidelines for Effective Meetings

- The manager, in consultation with the presiding officer, usually prepares the meeting agenda. Placement of agenda items and time allocated to each should reflect priority among issues. Pulling an item from the agenda to defer consideration is a board decision.
- Board packets should be available an agreed upon number of days preceding the meeting. Members are encouraged to ask questions/provide comments to the manager at least 2 business days before the business meeting.
- Any member can ask to pull an item from the consent agenda for separate discussion at the meeting. Asking in advance through the manager or presiding officer generally works best, if possible.
- Many boards operate under rules that are regularly reviewed and revised. Mostly these are rules of procedure, but they can also include ground rules and expectations. (Note: See LOC Model Rules as a good starting point.)
- Use the question and answer portion of a public hearing to elicit information and clarity on the topic at hand. Reserve your opinion or position for the discussion period.
- Study sessions are generally designed to provide information and background for board members on a topic prior to its consideration at a formal business meeting. It is a board decision on the next steps, such as whether the discussion on the topic should continue or be held during a business meeting.
- Be welcoming to all speakers and treat them with respect. Remember that for many citizens – and staff – speaking in front of the board is unfamiliar and difficult.
- Keep side discussions to a minimum.

Guidelines for Working with Your Staff

- Respect the complementary roles of board and staff. Governing board provides overall direction, policy framework, and oversight. Staff does all implementation in alignment with board direction and subject to board oversight.
- Look to staff to clearly outline issues, provide sound technical analysis, and frame alternatives or options in their reports. Respect their recommendations.
- You have only one employee, your city manager. All other employees report to your manager (with occasional exception of city attorney).
- Be very careful about working directly with staff below the director level. Obviously there's the danger of micromanagement, but much more important is the fact that anyone below that level is dealing with their boss's boss's boss, and that's a huge gap. They are likely to hear things that you may not intend to say.
- Staff reports are tools designed to get useful information to the board. Therefore, it's important that they be written in a style and format that works for board members. Work with your manager to develop this style.