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City of Halsey

October 9, 2023

**To: Mayor Lachenbruch and City Councilors
Wes Hare, City Administrator**

From: David W. Kinney, Community Development Consultant

In RE: 2023-2024 Goal Setting Session – October 14, 2023 - 8:30 am

I look forward to working with the Mayor, City Councilors, City Administrator and city staff at the City's goal setting session on Saturday, October 14, 2023. An agenda is enclosed.

The purpose of the goal setting workshop is to focus on city goals and priorities. We will focus on setting city priorities in four core service areas:

- 1. Infrastructure and Public Facilities**
- 2. Livability and Quality of Life,**
- 3. Land Use & Economic Development**
- 4. Effective City Government.**

In 2017, 2019 and 2021, the City Council and City Administrator met for a similar workshop. At the end of each 5 to 6 hour session, the City Council established a list of ten priorities. In December 2021, the City Council adopted the attached priority list for 2022 & 2023. The adopted priorities have provided elected officials, the City Administrator and staff with a strategic policy direction for the past two years.

At the end of our workshop on October 14th, the elected officials will approve a new prioritized list of City goals for 2024-2025.

After the workshop is completed, the City Administrator and staff will develop action steps for each of the top 10 goals. The action steps will consider people resources, financial/budget issues, time frame and extent of city leadership or involvement required. In November or December, the City Administrator will bring the "2024 Goals & Action Plan" document to the City Council for adoption.

The Council will be asked to make a motion to adopt the 2024 council priorities and have them posted on the wall in the City Council chambers. They will be visible to staff and elected officials.

WORKSHOP AGENDA

The goal setting workshop will take approximately 5-6 hours. The session is designed to gather information on the current state of the City, identify challenges and opportunities and then set priorities for the coming year.

1. Welcome and Introductions
2. Review of Recent Accomplishments and Successes
3. Challenges and Opportunities Facing the Community
4. A Review of the Priorities from 2022-2023 and Summary of Accomplishments
5. Identify Community / City Goals and Priorities
6. Prioritize Goals and Priorities for 2024 - 2025

STAFF PREPARATION

The City Administrator and staff have been asked to prepare for the workshop by reviewing department accomplishments over the past two years and then setting four goals for each department or functional area of the city government.

(1) **Top Priority**

The top priority of the Department that can be accomplished within a 1-year or 2-year time frame. The accomplishment of this goal will require a substantial commitment of the employee's time, staff resources and city funds. It may require policy direction and decisions by the City Administrator and elected officials to proceed with the project. Upon completion, the City will be able to report to the community that it has achieved a significant accomplishment and improved the City's delivery of a core service.

(2) & (3) **Intermediate Goals and Priorities**

Intermediate goals are high priorities for the Department that can be accomplished within a 1 to 3-year time frame. The accomplishment of these goals will require a commitment of the Department's staff and financial resources. They may or may not require policy direction and decisions by the City Administrator and elected officials. Upon completion, the City will be able to report to the community that it has achieved a major accomplishment and improved the City's delivery of a core service.

(4) **Long Term Goal**

The long-term goal addresses a major issue or challenge confronting the community or the department. It may involve personnel, service delivery, a public facility or a strategic direction. Right now, the City does not have all the resources to address the issue: people, time

or money. Success may require partnerships with other organizations, agencies or partners. Success will require significant leadership by you and by the City Council, city administrator and/or department heads.

The staff will meet with the consultant on October 11, 2023 to review their goals and priorities. We will discuss each staff goal or priority, if it is feasible and whether or not the City has resources to achieve it during the next 1 to 3 years.

Before the Saturday workshop, the staff goals will be condensed and assigned to one of the five core service categories: (1) Infrastructure, (2) Livability, (3) Planning & Economic Development and (4) Effective Governance.

At the City Council's goal setting workshop, I will present the staff goals/priorities. They will be used as a starting point for discussion of the City Council goals and priorities.

CITY COUNCIL PREPARATION and CITY COUNCILOR QUESTIONNAIRE

Councilors is asked to do two things prior to the workshop:

- (1) Review the 2022-2023 Council Priorities. Be prepared to discuss accomplishments and areas where work was not completed.**
- (2) Complete the City Councilor Questionnaire**

CITY OF HALSEY GOAL SETTING

ELECTED OFFICIAL QUESTIONNAIRE

Please be prepared to actively participate in the goal setting session on Saturday. To help me as a facilitator, please answer the following questions and bring your answers to the workshop on Saturday morning. We will discuss each question and compile your responses during the workshop.

Question #1: What are the City's and/or the community's three most important accomplishments during the past 2 years?

Question #2: In your opinion, what projects or community priorities have not been addressed or completed during the past 2-3 years? What obstacles prevented them from being addressed?

Question #3: What is your vision for the City of Halsey in 10 years? What actions can the City take to achieve your vision?

Question #4: What are your top three goals or priorities for the City for the coming two years?

Considerations:

- Is it visionary? Is it achievable?
- Does the project / goal address a key community need?
- Are resources available: funding, staff and/or volunteers?
- Is cooperation required from other agencies or community groups?
- Are there community leaders or champions to spearhead the project?

Priority #1

Question #4 (continued):

What are your top three goals or priorities for the City for the coming two years?

Considerations:

Is it visionary? Is it achievable?

Does the project / goal address a key community need?

Are resources available: funding, staff and/or volunteers?

Is cooperation required from other agencies or community groups?

Are there community leaders or champions to spearhead the project?

Priority #2

Priority #3

CITY OF HALSEY
Council Priorities for 2022 & 2023
Adopted November 2021

(by # of votes received)

At the October 30, 2021 Council Goal Setting Session, the Mayor and City Council established the following council priorities for the years 2022 and 2023.

The Mayor, City Councilors and staff members listed forty-two potential projects for inclusion in the 2022-2023 list of city priorities. After discussion, the City Council narrowed the list down from forty-two projects to fourteen priorities. Using a forced choice voting process, the Council selected its top ten priorities for the two-year period beginning on January 1, 2022. The following list shows the priority order of the Halsey City Council's top ten priorities with the number of votes received.

1. (76) Water System Improvements

- Prepare an engineering assessment and pre-design reports listing priority water improvement projects and estimating costs by June 30, 2022. The evaluation should include a recommendation to refurbish or replace Well #69.
- Review recommended projects with Oregon Health Authority – Drinking Water Section staff.
- Identify funding options with Business Oregon & USDA by September 30, 2022.
- Obtain funding for priority water system improvements by May 1, 2023.

2. (61) Building Repairs and Facility Improvements

- Research and purchase an asset management software for all city buildings, facilities and vehicles for implementation in FY 2022-2023.
- Enter data on all city buildings, facilities, and vehicles.
- Implement the system for annual maintenance & budgeting in FY 2023-2024.
- Research feasibility for installing gas & diesel tanks at the PW Shop
- Install a new sign and electronic reader board at City Hall after the Highway 99 Project construction is complete.

3. (58) Wastewater Treatment and Sewer I & I Improvements

- Use American Rescue Plan funds to complete priority Inflow & Infiltration repairs to the Halsey Sewer collection system by December 2023.
- Continue annual sewer main inspection and cleaning program.
- Complete minor repairs to piping at Wastewater lift station by June 2023.
- Install rip rap at the sewer lagoons to minimize erosion by December 2023.
- Continue to pursue grants to prepare a 20-year waste water facilities master plan for wastewater treatment, collection and water quality management.

4. (57) **Financial Stewardship and Prudent Fiscal Management**
 - Maintain adequate financial reserves.
 - Explore and implement cost savings for the City when opportunities arise.
 - Upgrade the Utility Billing (UB) payment system to make it more customer friendly & to keep pace with customer expectations – Implement Express Bill or similar on-line e-billing and payment system by June 2023.
 - Expend city funds on Council adopted goals and priority projects.

5. (57) **RARE Program Participant**
 - University of Oregon’s Regional Assistance for Rural Environments (RARE) Program for a participant to complete planning and economic development projects for the City.
 - Potential RARE Projects include:
 - Parks Master Plan or Halsey City Parks Design Plan
 - Halsey City Park Design and Prepare OPRD Grant Application
 - Economic Development Projects
 - Emergency Response planning (with consultant)
 - Building Lands Inventory (Work w/ Linn GIS and Planning Consultant)
 - Comprehensive Plan Update (research and writing)

6. (45) **Emergency Response Plan**
 - Prepare and Adopt an Emergency Management/Emergency Response Plan
 - Develop Continuity of Operations Plan (COOP.)
 - Research and strategize resiliency improvements to public utilities so they are operational and sustainable during a major emergency.

7. (43) **Halsey Park Improvements**
 - Design improvements to the Halsey City Park by December 2023.
 - Prepare a design and cost estimate to refurbish the Halsey City Park.
 - Replace AC pathways w/ new multi-use pathway – (1/4-mile loop).
 - i. Appoint a Park Project Advisory Committee to work with staff/consultants.
 - ii. Apply for an OPRD Local Government grant in 2023.

8. (38) **Vehicle Replacements**
 - Purchase a ditch mower for storm drainage maintenance by April 2023.
 - Purchase, jointly purchase, or sign an IGA for access to a manlift for tree trimming & building maintenance by June 2023.

9. (32) **Improve Street Maintenance**
 - City Council annually review a list of street maintenance priorities, including crack sealing, chip seal, pothole repair, slurry seal, signs and striping.
 - In FY 2022-23 and FY 2023-24 budget funds for priority maintenance activities, including W. 1st Street seal coat and chip sealing by Linn County Roads.
 - Complete the \$100,000 SCA Grant to reconstruct East “B” St. (1st to 3rd) by September 2023.
 - Continue to budget funds to replace stop signs and traffic signs to comply with federal safety requirements.
 - Continue to apply for Small City Allotment Grants (SCA) as they become available.

10. (28) Council Leadership & Community Engagement

- a.** Mayor/Council will provide visible leadership. They will describe and explain community priorities and needs to residents of the City.
- b.** Recruit volunteers to help and organize community events and activities.
- c.** Appoint citizen advisory committees for special projects such as the Halsey City Park design