



## 2016 Organizational Prospectus



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# **Introduction**

The purpose of this document is to create an overall vision for the organizational development of Brownsville. The first section provides you with an overview or Summary Report Card on all the major facets and functions of the local government. The section also provides a small excerpt on progress that has been made since 2008. Grades have improved over time and to see the differences, you can compare older versions of the document at your convenience. The Summary Report Card is primarily concerned with describing the conditions of facilities, infrastructure and other assets for which the City is responsible. It is the intent of this document not to evaluate individual employee performance, although I have given an overview of several of the appointed boards and committees, but rather to show where general areas need to be improved. Currently, I am well pleased with the overall performance of the City Staff. Every one of us is still a "work in progress" but all are focused on improving for the betterment of the organization and have made significant strides over the last year toward that end.

The second section of this document are the goals as established by Council for 2015 & 2016. The document also incorporates some very important models used for decision-making and executing toward the desired outcomes of the group and organization. The document is included in every agenda packet to remind all about the importance of the identified goals and to reaffirm the organization's focus. Council met February 6<sup>th</sup>, 2016 to review goals for 2015-2016. Council will be looking into policy actions during the spring.

The third section of the document is the annual checklist that is based on the current fiscal year that the City is using to stay on track in order to achieve the desired results. The items involved on this list are the projects that are working toward all of the goals of Council. Administration adds certain priorities as they arise during the course of the year. The checklist is updated as needed and reviewed monthly.

The intention of this document is for everyone in the organization to have an understanding of how we all are contributing toward the continual evolution of the organization and to track and monitor progress along the way.

## Organizational Vision

- *Elected & Appointed Officials.* People who understand their role and responsibilities for the City as policy & decision makers. People who have a tremendous amount of pride and caring about the future of Brownsville. People who understand the financial nuances of local government in Oregon. People who understand and respect the significant contributions of Staff. People who are focused on the greater good they can collectively make in the community. People who understand the mission of the City and who can explain City policy and issues with the general public. People who understand the unrelenting nature of citizen complaints and how to effectively deal with emotional issues from the general public.
- *Staff.* People who understand their multiple roles and responsibilities. People who love coming to work. People who are interested in creating the best possible work environment that is full of respect and compassion for the citizens and is honest and trusting among all the ranks of the organization. People who don't complain about what they cannot control but people who are interested in creating practical, cost-effective solutions for those issues they can control. People who expect more than the ordinary from themselves and from each other.
- *Organizational Axiom.* Creating, developing and maintaining effective relationships with individuals, other civic organizations, County, State & Federal government personnel. Understanding that the number one priority of the City is relationship building. The City shall honor relationships and the ordinances and laws of the land. The City shall be ever mindful of the importance of the social contract of government and the order that it strives to preserve for the sake of freedom.



**January 2016  
Update**

**Public Works Department**

***Facility Maintenance & Applicable Board Interface***

**Grade   Area Reviewed**

**B   *Water Treatment Plant***

**2008 & 2009**

Completed the maintenance of all three slow sand filters; upgraded the telemetry and improved the SCADA system.

**2010**

Public Works performed building maintenance and chemical mixing equipment maintenance.

**2012**

Public Works continued to make building improvements. The City is in the process of working out technological concerns with remote access for the Plant. The controlling computer technology has "out-paced" the age of the PLC (programmable logic controller) which is causing a problem.

**2013**

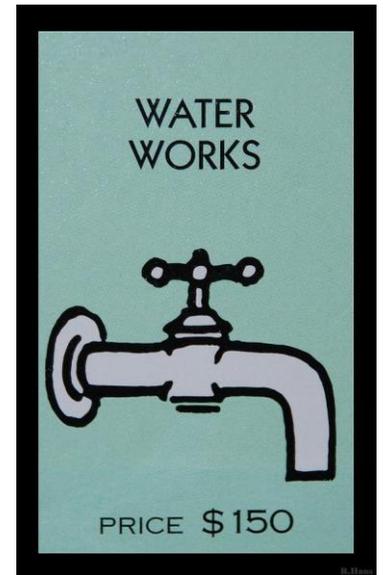
Staff continues to work on getting the computer system working properly.

**2014**

Staff completed the computer upgrade project. Staff is working on developing a budget that will prepare for the replacement of the sand filter media and that will include the inspection of the reservoirs. Staff did a fair amount of maintenance to the filters, grounds and general facility during the course of the year. Staff planned for the pumps to be changed at the infiltration gallery – that project is still in process.

**2015**

Staff worked on the chemical room, started looking into emergency electrical supply for the facility and to connect the wells and installed the infiltration gallery pumps. Slow Sand Filters were also cleaned and maintained.



**A     *Wastewater Treatment Plant***

**2008**

Completed the major facility overhaul at both locations.

**2010**

Public Works made modifications to the intake valve to prevent duckweed from damaging pumps. Staff is still interested in getting freshwater to the South Waste Water Plant.

**2012**

Public Works made modifications to the intake valve.

**2014**

Staff completed general maintenance and upkeep of the facility including backup generator testing. Staff would like to install a well at the South Treatment Facility.

**2015**

Staff contacted well drillers to review the possibility of installing a well at the South Treatment Facility for operational purposes. Equipment was maintained and upgraded where necessary.

**B     *City Hall***

**2008 & 2009**

Upgraded the HVAC upstairs and created a more official Council meeting & Court Room.

**2010 & 2011**

Painted City Hall, made improvements to exterior lighting, made improvements to the signage & created usable building space in the old fire bays.

**2012**

Brownsville Art Association makes major changes in the downstairs area. Several tenants pursued other spaces. The building still experiences a lot of use. The office at City Hall could use a new heater.

**2013**

Administration is planning a streetscape design for the front of City Hall that will add seating, lawn and save the tree in front of the building. The idea was part of the BAA agreement. The Rural Fire District has also been a vital part of the planning process.

**2014**

Began implementing Phase I, however, due to the overall project costs, Public Works will be completing most of the components of the project. Ben Swartzendruber completed the seating area, Brothers Concrete helped with the saw cuts and Stephen Sedlar was hired to create the end caps for the seating area and the cap underneath the bell. Public Works plans to finish the grass, irrigation and drainage in the Spring of 2015.

Staff completed the 'Stand by Me' display in the entry foyer. Staff added local art work by partnering with the Brownsville Art Association on contest and added general décor throughout City Hall including interesting pieces of Brownsville history.

**2015**

Council entered into a concrete contract which will finish the front of City Hall with grass and new concrete. Many minor upgrades were made in the facility including lighting, switches and general maintenance.

**C**     ***City Shop***

**2009**

Facility is organized and clean.

**2013**

Provided the proper amount of flood insurance

**2014**

Installed signage.

**2015**

Facility continues to be organized and clean.

**Note:** The reason for the "C" letter grade is due to the location of the garage in a floodplain. The Garage becomes useless in times of the most common public emergency.

**C**     ***Recreation Center***

**2009**

Several improvements need to be made soon including the exterior paint and a gym floor; must continue to work on relationship. The Board did not submit an annual report as requested. Installed lighting.

**2010**

Painted exterior and worked on the gymnasium floor project.

**2011 & 2012**

Completed the restoration work on the floor. Improved the landscaping and replaced the roof. Working on developing a safety maintenance program with Rec Center leadership.

**2013**

Added the pre-school to the facility.

Signed a new agreement with the CLRC. The relationship is working very efficiently. The baseball diamonds were changed to grass infields. The CLRC continues to look for funding sources. The Board is in the process of modifying the fees associated with programming.

The City is currently under contract to maintain the gym floor in 2014.

**2014**

Staff replaced the hot water tank, installed a new water fountain and worked on improving the stage lighting which should be finished in early 2015.

**Note:** The reason for the "C" letter grade is due to the overall condition of the building. The useful life of the building is probably down to its last twenty years of service without major overhaul being necessary.

**2015**

Installed work lighting over the stage. Experienced a concern with the coating system peeling on the gym floor. Staff is pursuing the replacement of the deck on the back of the facility.

**B Cemetery**

**2008 & 2009**

Repaired many headstones with a State grant. Began the head stone cleaning maintenance program with community involvement; fixed the roadway with the help of Linn County Road Department, installed signage and destroyed blackberries; Plan to improve fence and freshen the welcome sign. Public Works does a great job keeping the Cemetery looking nice. The City will continue to foster and improve the relationship with Marlene Sloan and Ed Putman.



**2010**

Eagle Scout Eric Laurence did a phenomenal job electronically cataloguing cemetery plots. The Assembly of God and the Church of Jesus Christ of Latter Day Saints have helped extensively with cemetery cleanup

project. Staff continues to work toward the long-term goal of installing a columbarium and head stone repairs.

**2012**

Public Works continues to do a great job maintaining the grounds. The Church of Jesus Christ of Latter Day Saints held a very productive clean-up day this Summer.

**2013**

The City was included on a tour by the State Historic Preservation Office.

Public Works continues to do a terrific job maintaining the grounds. Staff does a good job executing plots and the necessary services for the general public. Staff completed an audit from the State Mortuary Board late in the year.

**Notes:** Space is getting limited. It would be great to add a few amenities to the cemetery like markers, certain signage, modifying the restroom and adding a columbarium. Finish the project started by Eric Laurence.

Incorporate the cemetery in telling the story of Brownsville.

**2014**

Staff worked on reports for the Mortuary & Cemetery Board through the State of Oregon. Forms and process were changed to meet State requirements. Public Works continued to provide outstanding maintenance for the cemetery grounds.

**2015**

Staff worked with Marlene Sloan of the Pioneer Cemetery Association to install new signage. Staff entered into an agreement for the cleaning and maintenance of the portable facility located in the cemetery. Staff does a great job coordinating services at the cemetery. Old records make this a very tricky proposition most of the time.

**A Library**

**2008 & 2009**

New landscaping installed, roof repairs, general building maintenance issues resolved, new computer area installed and painted the exterior of the building.

**2010 & 2011**

City is working on building a new library counter for the new inventory computers and budgeting for carpeting and flooring needs for the future.

**2012**

Working out hours in order to allow for prep time for Librarian. Increased programming and training are the main focus of driving readership. The Library Advisory Board has discussed several technological advances but

feel that now isn't the time due to cost and lack of demand. The demands on the current volunteer staff would be burdensome due to their experience with computers.

**2013**

Programming is continuing to increase at the Library. Staff is preparing for the carpeting project and has recently secured a quote to re-upholster the furniture. Staff has modified a few areas of the Library to better serve the patrons and continues to develop ideas and programming that keep people interested in the Library.

**2014**

Staff completed the Library Flooring project which installed all new flooring throughout the building. The Friends of the Library helped pay for the cost of moving all of the books (\$3,300). Staff got estimates for the HVAC system. The Friends of the Library and the Women's Study Club continue to provide their support in keeping up the landscaping.

**2015**

Staff completed the installation of new HVAC throughout the facility with Best Heating & Cooling being awarded the bid. Council also awarded a contract to Norm's Electric to replace the lighting throughout the Library which will be final in 2016.

**C** *Miscellaneous Buildings*

**2008 & 2009**

Completed the upgrades to the Green Building; completely overhauled the restrooms in Pioneer Park and Downtown.

**2010**

Painted the Picture Gallery and installed a new roof. There is a foundation issue on the Picture Gallery should be addressed. Need to start thinking about building maintenance in Pioneer Park.



**2012**

Installed a new restroom in Pioneer Park. Public Works made considerable improvements to the kitchen prior to last year. Vegetation was removed at the red shed behind the picture gallery and some minor roof repair.

**2013**

Staff is interested in reclaiming the use of the Red Barn located in Park Avenue and are currently working with the Calapooia Food Alliance to do so. Staff has plans to make the building easier to use and access.

Staff is in the process of upgrading the public sand bag process.



**2014**  
Council entered into an agreement with the Calapooia Food Alliance for the use of the red barn. Staff placed some money in the budget to begin refurbishment of the barn in 2015.

**2015**  
Staff made improvements to several facilities over the course of the year. The Red Barn refurbish project was slated to start in late December and finish by the end of February 2016. Public Works upgraded the sand bag station in the parking lot of the Rec Center.

#### **A *Parks and Open Space Advisory Board***

**2009**  
Reloaded the Board with the move of Carla Gerber to Council. The Board holds regularly scheduled meetings; standardized agenda and minutes. The Board is working on updating the Master Plan.

**2010 & 2011**  
The Board finalized the master plan, reviews all Park agreements and works on beautification efforts throughout town.

**2012**  
Continue to plan and work on improving the Park through projects and agreements.

**2013**  
Administrative Assistant began her responsibilities in working with the Board.

Jo Ann Neddeau started her membership late in the year. The Board lost Jim Mayer who served for many years and currently has an opening.

**2014**  
The Board spent most of the year without a member. They continue to diligently carrying out their responsibilities for the Park. A lot of signage was added to the Park as part of the City's on-going efforts to properly manage risk. The Board forwarded a proposal for the street tree project on

Spaulding Avenue to Council in October 2014 which is currently under review by the Historic Review Board. The Board continues to be very responsive and supportive of all the many activities that happen in the Park over the course of the year.

**2015**

The Board worked on many projects over the course of the year including placing a grant for an updated Park Master Plan. The Board requested sidewalks to be installed into Pioneer Park from the Rec Center. The Board raised rental rates for the first time in at least ten years. Events continued to be a major part of the Park in 2015. Staff installed and developed new informational signage for the Park. The Board continues to monitor risk factors for park facilities. Betsy Ramshur was added to the Board.

***Infrastructure Management***

**Grade Area Reviewed**

**C Water Distribution Lines**

**2008 & 2009**

Major needs have been identified on Oak and Vroman Street; Vroman Street line was replaced during the Wastewater Improvements Project by the Phase II Contractor, Pacific Excavating. Reservoir line slated for 2009-2010 along with line on Center Street between Ash and Oak and the line on Oak between Locust and Depot. There are services to replace on Kirk Avenue as well.



**2011**

Installed new water distribution line on Washburn Street as part of the Gateway project.

**2012**

The City has been working on the Calapooia Crossing since January 2012. The City hopes to have the line installed in July 2013. The City also experienced a leak on the major line on Main Street. Council & the Budget Committee agreed that the storage reservoir on the hill would be done as part of the new bond in the next ten years. The City is already ten years overdue for the replacement of the .25 M reservoir. The City actually needs to install a 1.0 M gallon to provide for more capacity. The City completed the much needed line replacement on South Oak Street.

**2013**

Finalized the installation of the Calapooia Crossing.

Public Works began planning for several projects including the installation of the Northside Waterline that was negotiated with the Klinkebiel family several years ago. Other projects include Robe Street and a major reconfiguration of the Averill & Standard lines coming from the old water reservoir.

The Main Street Bridge Crossing failed and Staff is in the process of planning this major repair.

The Budget Committee & Council still are acutely aware of the major capital improvements that are being deferred until the next major bond measure as documented in the implementation of the Capital Improvements Fee as detailed on the City Website and in Council information.

#### **2014**

The City completed a major 12" water main addition to School Avenue which greatly improves circulation and looping for the north side of town. Public Works completed that project saving the City significant costs and got a lot of on-the-job training too.

Public Works spent the year repairing water lines all around town due to the cold weather in early 2014; including a significant repair on Willson Street.

The City also upgraded the 6" water line on Millhouse as part of the Millhouse Sanitary Sewer Project.

The City is also engineering several project for the Spring of 2015 including the redevelopment of the GR 12 Well site, the Main Street water line project from the corner of Kirk Avenue to the north side of the Main Street bridge, and the Stanard Street water line repair behind the Old Baptist Church on Main Street.

#### **2015**

Stettler Supply Company and Staff replaced the Stanard Avenue water line behind Carlson's Hardware while working out various easements. The City also redeveloped the GR 12 well in Kirk's Ferry Park.

**Note:** The grade of "C" reflects the age and condition of the infrastructure which Council is addressing through the budgeting process and future planning.

**D     *Wastewater Collections Lines***

**2008 & 2009**

Nearly half of the system is being replaced in 2007-2008; USDA awarded the City three additional collection line projects that includes Kirk Avenue from Putman to the Corporation Limit, Averill from Kirk to Stanard Avenue and, this spring, Seven Mile Lane from Hausman to the North Lagoon will be installed.

**2011**

Public Works is implementing a cleaning and television inspection program.

**2012**

Public Works continues to maintain the system as needed. No capital projects have been planned due to the problem with the Calapooia Crossing.

**2013**

Staff is working on developing a plan for the Millhouse Line as discussed at the 2013 Budget Committee Meetings.

**2014**

The City completed the Millhouse Sanitary Sewer project which ended up including the addition of a water line and the street pavement replacement.

**2015**

Staff is working on developing a project in the downtown core of Brownsville for the next major renovation project.

**Note:** The grade of "C" reflects the age and condition of the infrastructure which Council is addressing through the budgeting process and future planning.

**D     *Storm Water Collection Lines***

**2008 & 2009**

Council has thoroughly reviewed the Drainage Master Plan (1996) and related issues during 2008; costly to install, however, certain areas need to be addressed for future improvement. Washington Street & North Oak Street have been reviewed. Public Works has done several drains throughout town to help relieve trouble areas.

**2014**

Staff once again addressed the condition of the system with Council noting the limitations that exist. Several developments including Bishop Royale

and McFarland Cascade were successful at containing and releasing the storm water generated by their developments.

**2015**

Staff continues to work with developers to adequately handle storm water concerns. Staff forwarded a five year required report to the Department of Environmental Quality for Total Maximum Daily Load (TMDL). Staff reported the projected costs for the implementation of TMDL should it go the same way the Clean Water Act did for wastewater systems under the National Pollutant Discharge Elimination System (NPDES) process. Staff is concerned for the future financial implications of such a process.

**Note:** The grade of "C" reflects the age and condition of the infrastructure which Council is addressing through the budgeting process and future planning.

**Grade Area Reviewed**

**D Streets & Sidewalks**

**2008 & 2009**

Council considered starting a sidewalk program but decided against it due to the additional financial burden to property owners. Sidewalks are costly to improve, however certain areas need to be addressed for public safety reasons. Ultimately, homeowners/property owners are responsible for sidewalk construction and reconstruction.

**2010 & 2011**

The City is in the process of working with the Central Linn School District provided intern to create the sidewalk program. City/County Insurance Services (CIS) are recommending that every municipal corporation have a program in place. Council discusses the limitations of the ability to improve streets due to the way they have been historically installed all throughout town. Proper improvements would be too costly.

**2012**

The City has been working with the School and, most recently, Thane Ashcraft on developing a sidewalk inventory and report for Council. The City made improvements to Washington Street and several other areas.

**2013**

Ashcraft finished an initial sidewalk program. Homeowners are responsible for the upkeep of the sidewalk in front of their property.

Public Works continues to improve surfaces as needed and has major plans for improvements in 2014.

**2014**

The City resurfaced Millhouse Street as part of the Millhouse Sanitary Sewer project. Staff will be completing several projects in the Spring of 2015.



**2015**

Council entered into a contract for the extension of the sidewalk from the Rec Center to the stage in Pioneer Park. Sidewalk replacements will also happen at City Hall.

**Note:** The grade of "D" reflects the age and condition of the infrastructure which Council is addressing through the budgeting process and future planning.

**B+ *Equipment Maintenance***

**2008**

Public Works manages the "fleet" nicely.

**2011**

The City needs to upgrade with the new mower & backhoe. The City's Road Grader is circa 1940.

**2012**

The City is under contract for the purchase of a backhoe. The City is in the process of procuring a new mower.

**2013**

Purchased new ZTR Hustler Mowers for the Park including automated grass catching features.



**2014**

Staff replaced the engine on the Ford F-350 service truck. Staff continues to look into the purchase of a new ATV for the Park. The new JBC Backhoe has been a "game changer" for the Public Works crew and was a key factor in the City getting savings on the School Avenue water line project.

**2015**

Staff continues to maintain the equipment in good working order. Staff is also looking for a new service truck which will more than likely be added to the fleet in 2016. Staff did purchase a new John Deer Gator for Pioneer Park primarily.

**A     *Sanitation Services***

**2008 & 2009**

Sweet Home Sanitation continues to provide exceptional service to the City.

**2011 & 2012**

Sweet Home has been very helpful cleaning up properties as part of the City's nuisance abatement program. The City is currently in the process of developing a new franchise agreement with Sweet Home. The City recently went to a Depot style clean-up day due to theft and illegal dumping issues throughout town. The City will be having the third Depot style clean-up in 2013.

**2013**

Council refreshed the Franchise Agreement.

Sweet Home Sanitation will be hosting a Household Hazardous Waste Day and small monthly fee will be added in the future to cover those disposal costs.

Sweet Home Sanitation continues to be a fantastic partner for the City's nuisance abatement program.

Council would like to require residential garbage service.

**2014**

Sweet Home Sanitation continues to be an excellent community partner. The company added a Household Hazardous Waste Day which was very success as a first time event in October 2014.

Council decided not to require residential garbage service.

**2015**

Sweet Home Sanitation assisted with the clean-up of two major, nuisance properties located on Ash Street and Blakely Avenue. New leadership took over the City's account and did a fine job supporting Staff provide excellent service. SHS provided extra refuse containers and recycling containers for Pioneer Picnic and the Fourth of July.

***Planning Services***

**B+     *Ordinance Enforcement***

**2008 & 2009**

Continuing to field too many complaints about things the City should be enforcing; Council needs to decide the level to which the City will uphold certain ordinances particular regarding junk vehicles, weeds and nuisance abatement.

#### **2010 & 2011**

Continue to improve on the implementation of the weed ordinance and develop a strategic plan for the implementation of the junk ordinance. Continue to review the Brownsville Municipal Code to make sure the laws match actual practice.

#### **2012**

The City had to proceed to enforcement actions on two properties. The City is focusing primarily on some of the larger problems before progressing to smaller violations. It is very difficult for the City to do it any other way because people will point out the major violators.

#### **2013**

The City put into effect a full nuisance and weed program. Staff had difficulties evenly enforcing the weed ordinance. The City received many complaints about the consistency of the weed ordinance. Staff took recommendations to Council, but Council decided to keep the requirements that were recently put in place citing beneficial insects and ground nesting rabbits.

Council needs to determine their collective support of the nuisance and weed abatement program. Several pieces of the Municipal Code should be modified to achieve a more consistent look and feel for Brownsville which ultimately protects the tax base. Until those changes are made, Staff is at a stalemate evenly enforcing these requirements.

#### **2014**

Staff requested a process that would allow for Public Works Standards and a permitting system for accessory structures & fences. Council tabled the ordinance twice for various reasons. Staff will take this issue back to the goal setting session for 2015 for review. Council made goals that they are clearly having trouble executing; this year continued concerns with namely Houtz and Garrison properties. Residents who have violated ordinances continue to get away with breaking local law. Council is responsible for giving staff the proper "tools" to execute these tasks which simply has not happened.

#### **2015**

Staff did the best with the ordinances currently in place. Several major properties were cleaned up in 2015 with the help of community partners. Citizens did very well assisting with keeping the City looking great and in compliance with the Code. The City experienced no problems with Request for Action letters or properties that were posted to comply with

certain orders of Council and the Brownsville Municipal Code. Council finally adopted Public Works Standards which was a tremendous step in the right direction for the City of Brownsville on a number of fronts; mostly that infrastructure is more likely to be installed correctly and also the savings to the taxpayer for infrastructure being installed correctly the first time. Council will continue to work toward Code development in 2016 based on adopted Council Goals. Council expressed concern over the lack of patrolling on behalf of the Linn County Sheriff's Office. Sheriff Riley reorganized municipal contracts in an effort to respond to this concern.

Improved from a C to a B+.

**B+ *Building Permits & Developments***  
**2008 through 2011**

Need standardized information for the public. Internal communication must improve!

**2012**

The City is in the process of strategizing a new process. Council is considering an internal building permit system that would be designed to prevent property line issues in terms of the setbacks dictated in the Zoning Code.

**2013**

Council considered passing legislation that would create a construction permit process that would bring order to development.

Staff worked on construction standards.

Staff worked on updating many of the forms and procedures that had not been improved since the late 1980's.

Staff reconnected with the Linn County Planning & Building Department and the Linn County GIS Department in a very positive way.

Staff budgeted for a revamp of the Zoning Code to get a better development process.



**2014**

Council passed legislation allowed the permitting of primary structures. Staff continues to work on the goals articulated by Council even though support from Council has been lacking. Council & Staff must review this area if work is to continue. Staff uncovered several more problems with the utility infrastructure due to the lack of standards and proper

management on these important issues. The City cannot continue spending money on infrastructure issues caused by general neglect during the development process.

**2015**

Staff made huge strides in this area. Permits have been updated and processes have been outlined making the City's process easier to navigate. Staff will continue to improve. Council also continued a contract with Mr. Dave Kinney for certain review services.

Improved from a C to a B+.

**Grade Area Reviewed**

**C+ *GIS & Mapping***

**2009**

Improvements were made to the GIS system. The City should still improve the utility maps.

**2010**

Karl Frink improve utility maps with the help of Westech Engineering.

**2012**

The City is in need of updating the GIS mapping system and considerable changes should be considered for the maintenance of the City's mapping system.

**2013**

Staff worked with Linn County GIS to update several important maps including the Zoning Map and the Address Map.

Staff is trying to determine the best course of action for getting the latest GIS technology at an affordable price.

**2014**

Linn County updated their GIS system which helped the City. Linn County also help develop new maps including electronic versions that also greatly assisted City operations. Staff still hopes to implement a new, affordable GIS solution on our computers.

**2015**

Improvements made by Linn County have made it possible for the City to hold off on the purchase of GIS software.

Improved from a D to a C+.

**A *Planning Commission***

**2008 - 2012**

Good group of appointed officials with a firm grasp of the history of the area and a good understanding of the City's ordinances.

**2013**

Supportive of Council's Community Development goal.

Administrative Assistant Elizabeth Coleman has done a fabulous job working with this experienced group of officials.

Joe DeZurney was added to this Commission.

**2014**

The Planning Commission continues to perform at a very high level. Staff is offered training opportunities for members. The Commission has been very supportive of the goals created by Council and have applauded Staff's efforts to make the planning process better for residents and developers. Staff and the Commission had put in place a review process that keeps the commission aware and abreast of all decisions made around this important area. Meetings have been professionalized with developers in order to keep meticulous notes and to properly enforce conditions of approval made by the Commission.



**2015**

The Planning Commission assisted Staff and Council on several key improvements to the City's overall ability to work with citizens and developers. A new fence ordinance and accessory structure ordinance was adopted along with City Public Works Standards. The Commission has been very supportive when working on and implementing planning improvements.

**A *City Engineer***

**2008 & 2009**

Jon's work on the media replacement projects was satisfactory. Jon handled the Flood Permit Fill questions very well. He also made some changes to the way plans are approved at the request of the City Administrator.

**2010**

Erwin Consulting engineered the Washburn Waterline Project, is currently working on the ODFW advice and will be working on the Water Master Plan update.

**2011 & 2012**

The City has enjoyed working with Erwin Consulting over the last two years. Erwin has completed the Water Master Plan, the S. Oak Street Water Line replacement project and is currently working on the Calapooia Crossing Water Line project and redeveloping the GR 12 well site.

**2013**

Erwin has worked well on many critical projects this year including the Calapooia Crossing, McFarland Cascade's expansion effort and the GR 12 Redevelopment to name a few. Jon & Ryan are a joy to work with. Staff would still like to dial in the construction standards to avoid future disputes and to properly standardize the utility system for the future.

**2014**

Erwin Consulting continues to work extremely well for the City. They have been instrumental in completing major projects like the Calapooia Waterline Project and the Millhouse Sanitary Sewer Project while being an integral part of the McFarland Cascade Development on the west side of the City. Jon Erwin has been key in helping with water rights decisions and Ryan Quigley continues to be a wonderful inspector and all around design engineer. Communications are great throughout Staff. Everyone is in the loop and we are starting to see positive results for the infrastructure system.

**2015**

Ryan Quigley decided to take another job opportunity. While we are sad to see him go, we are happy for his future. City Engineer Jon Erwin continues to provide outstanding services. Public Works Superintendent Karl Frink supplied much needed inspection services for the 2015 Water System Improvements Project. Erwin Consulting will continue to be the City's primary engineer.

**Public Safety Services**

**A Court**

**2009 & 2011**

Judge Lemhouse is very satisfied with the progress of the Court Administrator.

**2012**

The City secured an IGA with Linn County for Court Clerk Services. The City has one of the most experienced Court Clerk's in Linn County.

**2013**  
Retooled the Linn County IGA for Court Clerk Services.

Executed an agreement with Jan Henry for Clerk Services.



**2014**  
Jan Henry entered into an agreement with the City to continue to provide services for the Court. Mrs. Henry does an outstanding job assisting and supporting City Staff.

**2015**  
Council adopted all the required policy from CJIS. Judge Lemhouse and Jan Henry continue to do outstanding work for the City in this area.

**B- Police Services**

Linn County Sheriff's Office continues to provide excellent service.

**2014**  
The Linn County Sheriff's Office has been the major personnel transition for most of the year. Overall service has decreased but they are working on these issues.

**2015**  
Council addressed the LCSO contract regarding patrolling and traffic. Court revenue fell dramatically. The LCSO made several adjustments in an effort to address this concern. The adjustments made with Sergeant Klein and Lieutenant Duncan have been very positive but traffic continues to be an issue.



Changed from an A to a B- based on revenue projections.

**Financial & Legal Services**

**A City & County Insurance Services (CCIS)**



**B Retirement Plan (ICMA-RC)**

**2008**  
Council moved Employer contribution to 15% from 10%.

**2013 & 2014**  
Council adopted a 20% contribution for employees with 10 or more years of service.

**2015**  
No changes; still the best plan the City can afford.

## **A**     ***Utility Billing***

### **2009**

Computer program is beginning to be more difficult to get services as it is a DOS based application. Harris is moving away from this platform. Staff is reviewing other options...

### **2010 & 2011**

The City has implemented a new billing system through Harris Computer Systems.

### **2013**

Time to consider upgrading software. Every five years seems to be the breaking point. Harris has become too costly from an annual maintenance standpoint and their overall customer service is severely lacking. They have not added West Coast support as they promised in 2010 which means that by 1:00 p.m. we are unable to receive support. Their response to support has been slow and nearly every request comes with an additional cost.

### **2014**

Staff is in the process of replacing the software system. The Sensus handhelds have been a tremendous addition for efficiency for Public Works and utility billing. Staff would like to see the implementation of new software at the beginning of fiscal year 2015–2016.

### **2015**

Staff considered upgrading software. Costs and logistics caused obstacles that could not be overcome easily. Staff is reassessing this project and has put it on hold until 2017. Radio read capability was added to meter reading services.

## **B**     ***Utility Rates***

### **2008 & 2009**

In 2009 the City is planning to have an audit done on both Water and Wastewater rates to determine increases to retire the bonded debt and continue to maintain and operate the system at a level consistent for a public utility system.

### **2010 & 2011**

Council froze water and sewer rates for 2010-2011. The City should consider an audit of both the water and wastewater utilities.

### **2012**

Rates were raised for the first time in several years. The City is interested in developing an audit of the utility system to determine future rate increases based on actual and projected costs of operation.

**2013**

Council added the Water Capital Improvements Fee of \$2.50 per month.

**2014**

Council increased rates as an attempt to keep pace with rising costs.

**2015**

Council increased rates as an attempt to keep pace with rising costs. Brownsville is now one of the lowest for utility rates.

**B Accounting**

**2008 & 2009**

Made several improvements to internal structure and internal controls; Instituted a purchase order system for fiscal year 2008-2009.

**2010 & 2011**

Continually working to improve internal controls. The new software upgrade should greatly improve internal controls and help staff in a myriad of ways.

**2012**

Continue to work on improving in several areas. Integrating software and developing personnel around this important function. Boldt, Carlisle & Smith will be retained to assist with an Internal Controls policy in the Winter of 2013.

**2013**

Staff has been greatly improved with the additional of Tammi Morrow and Jannea Deaver has attained a greater understanding of the entire process from her service during 2011 & 2012.



The City has developed a very positive relationship with Boldt, Carlisle & Smith.

The City farmed out payroll to BCS which has streamlined many processes.

Staff is currently working on development internal controls and will be working with BCS later this year.

**2014**

The City needs to complete an internal controls audit and implement the recommendations as soon as possible. Staff is doing everything very well but there is a general lack of written process involved with the finances.

Boldt Carlisle and Smith have been helping in these areas but it puts a bit of a strain on the auditing relationship.

**2015**

Staff made considerable modifications to accounting. The software the City currently uses is not helpful. Staff will be working with BCS to improve internal controls and accounting processes and procedures. BCS sent a new lead auditor, Bill Palmer.

**B Job Descriptions**

**2007**

Revised in October of 2007.

**2010**

Revised and made additions as needed.

**2012 & 2013**

In the process of reorganizing City Hall which has required changes to job descriptions. Duties have been outlined and assigned for the re-organization of City Hall, but all of the descriptions have not been completely reviewed and revamped. Job Descriptions and the Employee Handbook will more than likely come to Council for review and approval in late 2014.



**2015**

Council adopted a new, revised Employee Handbook. The Handbook was based on the CIS model and reviewed by several outside consultants.

**Grade Area Reviewed**

**A Policies & Procedures**

**2007**

Revised in October of 2007.

**2010**

Reviewed and updated.

**2012 & 2013**

The policies need to be updated and passed by Council in 2013. Staff was waiting for the updated CIS model handbook to be ready for use. CIS updates their manual every five years to include all of the latest employment law. CIS has yet to release the latest version. It was due late 2013, but members are still waiting. Staff prefers to use this model so that

our policy matches what CIS typically covers when employment problems occur. The City also receives a discount by using their model.

**2014**

Staff has been slowly making changes to the Employee Handbook. Once the changes have been finalized, Staff will bring these changes to Council for review and approval.

**2015**

Council adopted an updated Employee Handbook and policies for the municipal court required by CJIS.

Improved from a B to an A.

**B Codified Ordinances**

**2009**

The City will be combing through the Code to make sure that the Code accurately reflects actual practices, policies and procedures.

**2011 - 2014**

Staff identified many short comings in the way the City has been delivering service. Council & Staff have made several modifications over the course of the last seven years, however there is substantial work that should be done with construction standards, permits and the public interaction parts of the Code.

**2015**

Council made significant changes to match the Code to actual practices of the City. Code Publishing has been an outstanding partner in this process.

Improved from a C to a B.

**Note:** Code Publishing, the City's vendor for these services, has provided outstanding service at an affordable price. The on-line Code always has the up-to-the-minute information and is a major tool in delivering this program.

**A Legal Counsel**

**2008 & 2009**

Established a great working relationship with Harrang and will be getting a new attorney in April of 2009 as Jerry Lidz will be moving to the Department of Justice.

**2010 & 2011**

City Attorney Mark Amberg accesses the full Harrang staff when the City has an issue. His responses are timely and effective.

## **2012**

Shelby Rihala has been working as the City's main liaison with Harrang. The City has been using her a lot with the nuisance abatement issues and the easement procurement process. The City has also used the CIS legal team including Kirk



Mylander on several personnel issues this past year and will continue into the future as situations arise. The City added Schroeder Law from Portland, Oregon to assist with Water Rights issues.

## **2013**

Ms. Rihala left Harrang & mid-Summer, after nearly thirty years of service to the City, Harrang decided to get out of the municipal law arena. All of their municipal lawyers scattered throughout Oregon. Council has developed a healthy working relationship with Speer Hoyt LLC, Municipal Law Group who has many of the attorneys that the City previously worked with at Harrang. The City continues its relationship with Schroeder Law. The City's CIS pre-loss legal attorney is now Tamara Jones. Kirk Mylander was promoted to general counsel. Ms. Jones is very good.

## **2014**

Council has gotten very familiar with Speer Hoyt's Staff this year due to changes in Marijuana policy. Speer Hoyt has also helped with a myriad of land use issues that have been front and center for this year including contract reviews for various reasons including economic development. Overall, the City is happy with the services we have received.

## **2015**

City Attorney Ross Williamson and City Attorney Lauren Sommers were used extensively during the course of the year. Marijuana and easements were the two major reasons for their use. The City is satisfied with the guidance received.

### **B *Records Retention***

#### **2008 & 2009**

Discuss a plan with Kathy Nida to continue the process including a filing system revamp. The City needs a room adequate for the storage of records. City files need to be reviewed and reorganized.

**2012**

Working with existing Staff to redo the most of the filing cabinets and historical records so they are in compliance with the State records requirements.

**2013**

Staff is slowly chipping away at reorganizing historical records. Two spaces have been reconfigured to improve the efficiency of record retention and management.

**2014**

Several improvements were made this year to storage areas and filing cabinets. Staff also attending records retention training as the State updated the rules and requirements.

**2015**

Staff made many improvements in both record rooms. Staff started on filing in 2015 and will be making standardizations in 2016.



**A Lien Files**

**A Contracts**

**2008 & 2009**

Started a list to track them better.

**2011-2014**

Council does a great job assisting with contract and MOU administration.

**2015**

Council continues to exercise agreement for events and special items needing attention.

**A Budgeting**

**2007, 2008 & 2009**

Created the proper forms for submitting the budget; included assessments and delinquent accounts for collection; One or two more years and everything should be “fixed” and in line with State requirements and recommendations.

**2010 & 2011**

The Budget Committee has done a great job being up on these issues such as capital improvements and debt retirement. Mayor Ware has been instrumental in developing a one-page financial prospectus for members

of Council. Council & Staff have done an excellent job with the financial resources of the City. Since 2007, sound financial practices and planning have led to the doubling of the City Treasury. The Pay Scale was officially linked to the Social Security Cost Index due to historical implications.

**2012**

The Budget Committee modified the Pay Scale and looked at a few long term debt options.

**2013 & 2014**

The Budget Committee again committed to long term debt obligations and reviewed many deferred capital improvements. The Committee & Council passed a Water Capital Improvements Fee to the monthly bill in an attempt to generate revenue toward the year 2020 when the City will be needing to make a major investment in the Water System.

**2015**

The Budget Committee added a new member. The Committee continues to be a very professional, no nonsense, focused group. They have used the City Prospectus for the last two years as a source of information on City business. Most members of the Budget Committee are active participants throughout the course of the year.

**B     *Auditing***

**2009**

Boldt, Carlisle & Smith, LLC overcharged for the services they provided to the City. Their service was poor due to them losing Scott Keen who was the lead representative used by the City.

**2010**

Boldt, Carlisle & Smith, LLC finally understood the City was unhappy with the services they were providing. This past audit season was their best performance to date.

**2011**

GASB made several changes to the way audits were to be delivered which caused BCS to execute many operational changes.

**2012 & 2013**

BCS has brought a great team of auditors to the City. The relationship is as good as it gets. Joshua Morrow does a great job. BCS may be thinking about getting out of the municipal audit arena based on several conversations over the last two years.

**2014**

Lead Auditor Joshua Morrow left BCS earlier this year. Ann Kim performed extremely well replacing Mr. Morrow. BCS provides payroll services and other accounting work as needed.

**2015**

Lead Auditor Bill Palmer took over for Ann Kim. The City worked on developing a relationship with Mr. Brad Bingenheimer which has really helped expand the services provided by BCS.

**B**     ***Pay Scale***

**2009**

The Pay Scale has not been updated since 2006.

**2012**

The Pay Scale was adjusted.

**2013**

Staff updates the Pay Scale annually. The City is slightly above median salaries for a City of this size.

**2014**

The Pay Scale was adjusted based on the Social Security Administrator COLA adjustment which was 1.7%.

**2015**

The Pay Scale was adjusted based on the Social Security Administrator COLA adjustment which was 0.0%.

**A**     ***Risk Management***

**2008 & 2009**

Resolved many lingering issues. Have met with representative Dunny Sorensen to identify programs to work on for 2009 which will include Defensive Driving Training and a Wastewater Collection Cleaning Programs and Schedule.

**2011**

Every year the City completes an extensive risk management analysis with CIS Risk Manager Dunny Sorenson. Every year the City does well on the analysis which keeps property liability insurance low.

**2012**

Staff received safety committee training. The City Administrator went through extensive Risk Management training through CIS. Council also added an insurance agent to the team.

**2013**

Working with Barker-Uerlings has been a great experience. They have completed Staff's efforts well. The City was able to add needed flood insurance. Earthquake insurance was basically dropped by CIS in mid-2013. Council decided to review the situation with the Budget Committee in 2014.



Staff made several changes to the way we are delivering services at the Park due to changes in the State Law. Disclaimer notices have been posted in all buildings and people renting the builds have to sign waivers. In 2014, a duplicate copy of the waiver and receipt will reach every customer. The City also covers and reduces liability with the use of the agreements that have become the way the City does business in nearly all aspects of local government execution.

CIS & Dunny Sorenson continue to provide outstanding service to the City.

#### **2014**

The application of the Weapons Discharge Ordinance befuddled everyone throughout most of the year, however efforts continue on making this process better. It was another great year for all involved in this area. Mike Hoyt of Barker-Uerlings is a tremendous addition for the City and Dunny Sorenson is amazing. Council started well using their decision making risk management tool but faded over the year. Marijuana, code enforcement and the Linn County Commissioners ongoing dealings with the Bi-Mart Willamette Country Music Festival dominated the agenda most of the year.



#### **2015**

Council did a great deal of work in this area including adopting new ordinances and a new employee handbook and other policies that give the City the advantage when dealing with contentious efforts. The City's extended risk management team is a great asset to the protection of City assets.

### **A Safety**

#### **2008 & 2009**

The City updated all safety forms for 2008. Council rewards safety conscience employees by granting one day of leave for a perfect safety record for the year.

**2010, 2011 & 2012**

Staff is working on updating the Safety Manual. The Safety Committee meets in accordance with state law. The City plans to send Staff to training on Safety Committee compliance issues. See above.

**2013**

The Safety Committee is working better. Administrative Assistant Jannea Deaver does a very good job keeping up with the details and the City's Public Works crew does a good job being careful in the field.

**2014**

The Safety Committee continues their commitment to safety in the workplace. All required training was executed in 2014 and Staff does a great job working together on these important issues.

**2015**

The Safety Committee continues to do a great job. Council is committed to safety and this is the first year that employees earned an additional eight hours of leave due to no accidents!

**B Website**

**2008 & 2009**

Completed a major facelift for the website in 2008.

**2010 & 2011**

The City continues to maintain the website and to add additional community services and points of interest.

**2012**

The City will be adding the Senior Center and the Brownsville Art Association.

**2013**

The City uses this tool as a vital part of service delivery.

**2014**

Staff is considering a move to a different platform. This tool is vital to City services due to the usage. Staff will be adding the Library website to the City website. Plinkit will no longer be providing services.

**2015**

Problems with Windows 10 led to the meltdown of the City Administrator's computer which holds the website data. Fortunately, the website was recovered. Staff plans on looking into other options for the website. Losing the City website would cost a lot of time and money to be spent.

## **Library**

### **A *Library Advisory Board***

#### **2008 & 2009**

Finally have everyone working toward the same end. The Volunteer Manual is being actively improved. Volunteers are busy entering the City's collection into the new computer program for use at the end of this year or the beginning of 2009.

#### **2010 & 2011**

The Board has added new members who are actively improving the Library. The group works together very well. Librarian Sherri Lemhouse has freshened up the walls with paint, rearranged offices and done a terrific job maintaining the landscaping. The Library hopes to add a new counter and the inventory computer system this year.

#### **2013**

The Board is reviewing policies and procedures. They also continue to be very involved in Library operations.

Council passed the updated version of the LAB policy.

Administrative Assistant Jannea Deaver has become the liaison.

Jamie McConnell & Jennifer Ashcraft have great additions to the Board. All of the volunteers do a great job administering their role for the City.

#### **2014**

Council approved changes to the Library Advisory Board's policy manual.

#### **2015**

The Board performs at a high level. Librarian Lemhouse does a good job facilitating the group.

## **Grade Area Reviewed**

### **A *Facility***

#### **2008 & 2009**

The City's new janitor has done a fantastic job keeping the Library clean. The Librarian is also keeping the back of the Library clean and presentable to the general public. The new paint job and landscaping are beautiful.

#### **2011-2013**

Staff has reorganized several areas and added a new front desk among other improvements. Council has been budgeting for the replacement of the carpet which should take place in 2014.

**2014**

The City completed a major Library Flooring and Furniture Renovation project. Staff worked very well with one another to accomplish these tasks. The end result is new carpet and flooring throughout the Library and new upholstery for all of the furnishing.

**2015**

The City updated the HVAC system and is renovating the lighting system December 2015 through January 2016.

**A     *Inventory & Computerization***

**2008 & 2009**

Sherris is working diligently on implementation of the software and creating realistic goals and expectations.

**2011 & 2012**

The City finalized the inventory process and is working on training the volunteer staff. Staff added a website specifically for the Library.

**2014**

Librarian Lemhouse completed a full inventory of the collection.

**2015**

Librarian Lemhouse worked on her computer skills which improved the overall effectiveness of the internet and public computing capabilities. Internet service is not very reliable which makes it difficult to provide the service to the public at the level the City would like too.

**Economic & Community Development**

**A-     *Goals & Objectives***

**2008 & 2009**

Council has adopted a Resolution for the purpose of implementing a Community Development Plan. Mayor Ware and the Administrator are actively visiting community groups to share with the City's goals and plans as well as learning how the City can assist them with their goals and plans. Economic Development still should be discussed.

**2010 & 2011**

Staff continues to work with the Department of Land Conservation & Development. Hopefully, when the City completes the Economic Analysis DLCDC will allow the City to move forward.

**2012**

Internal development continues to progress slowly.

### **2013**

Council prioritized goals around this topic. Staff completed a lot of research to understand the role local government can play in development. McFarland Cascade provided the City with an opportunity to work through a real-life example of how development happens. The town continued to stretch to the south side.

The Chamber partnership improved with the addition of an agreement. President Aimee Addison was tremendous at organizing and following up on concerns. McDowell will be once again joining the Executive Board in 2014.

Staff has developed a very good relationship with the Department of Land Conservation & Development. Representative Ed Moore has provided a strategy to help with a possible UGB expansion among other solutions.



### **2014**

The City is working well with the Brownsville Area Chamber of Commerce on a variety of issues including, most importantly, the future of the Bi-Mart Willamette Country Music Festival and working with other community partners in the Central Linn family. Bob Anderson has been amazing in his pursuit of another financial institution for Brownsville. Earlier this year, June, KeyBank closed its doors to the community. Umpqua Bank is showing signs of interest in coming to Brownsville. Hopefully, this will work for Umpqua and they will become part of the fabric of town. McFarland Cascade has completed a major construction project that built a peeling operations and extended City services to the south side of OR 228 opening future development opportunities for the City. Dr. Kirt Glenn recently finished his beautiful new office on the south side of town while local business owner Donnie Nealon re-invested in his body shop at the corner of Main Street and OR 228. Bishop Royale, the new "City skyscraper" (three stories) began construction between Dr. Glenn's and Sharing Hands. Brownsville is really growing. Staff provided an Economic Growth report in Council agenda and at Council meeting in October & November of 2014. The City has never been this equipped to move forward with recruitment efforts for new business.

### **2015**

Developers continued looking at projects in Brownsville. Staff working toward a regional economic development plan with the Brownsville Chamber of Commerce and through Ford Foundation's Go Team. Several exciting projects were investigated and some were constructed. Council approved an economic develop meeting coordinated with the Go Team efforts. Mayor Ware and Staff have met regularly through 2015 with the City of Sweet Home and the City of Lebanon to talk about regional issues.

Improved from a C to an A-

## **A     *Role of the Planning Commission***

### **2008 & 2009**

The Commission needs to redistribute industrial land and file with the Department of Land Conservation and Development Office (DLCDO). Staff has met with representatives of DLCDO who understand the City's current situation. Once this inventory is completed, the City can begin working with John Pascone, Albany-Millersburg Economic Development Office, in earnest on ED issues. Staff has met with several groups interested in a variety of projects around the community this past year and will continue in 2008.

### **2013 & 2014**

Staff has worked with and vetted ideas through the Planning Commission who seems very excited to be a part of this process.

### **2015**

The planning Commission was involved in several projects that were very successful overall. The marijuana issue was contentious and difficult. Hopefully, some lessons will be learning for future situations.

Improved from a B to an A.

## **2015-2016 Council Goals** *(Compilation Date: May 2015)*

### ***Who we are?***

### **Goals 2015-2016**

1. Focus on the Fundamentals.
  - *Protect Brownsville's Treasury.*
  - *Active Capital Improvements Plan Implementation.*
  - *Foster Cooperative & Productive Relationships in the community and with County, State & Federal Agencies.*
2. Water Rights.
  - *Explore Possible Water Source Options.*
  - *Continually work on perfecting Water Rights.*
3. Economic Development Plan.
  - *Discuss Land Options with McFarland Cascade.*
  - *Participate in Regional Efforts & Opportunities.*
  - *Support Youth Activities in Cooperation with CLRA.*
4. Community Development Plan.
  - *Refine Zoning Rules & Requirements.*

- *Consider & Adopt New Policies & Standards.*
  - *Finish & Implement a Sidewalk Program.*
  - *Improve Partnerships with CLSD.*
5. Capital Improvements Plan.
- *Execute 2015 Water Improvements Project Contracts.*
  - *Plan & Construct Downtown Wastewater & Stormwater Improvements.*
  - *Estimate City portion of Kirk Avenue Improvements.*
6. Organizational Development.
- *Implement Accountability System for all Officials.*
  - *Focus on Council Development.*
7. Emergency Preparedness Plan.
- *Compose a Written Emergency Plan.*
  - *Work with Area Partners on a continual Community Education Program.*
  - *Develop Agreements with Community Partners.*

## **GOALS PROGRESS UPDATE**

### **1. Focus on the Fundamentals.**

- *Protect Brownsville's Treasury.*
- *Active Capital Improvements Plan Implementation.*
- *Foster Cooperative & Productive Relationships in the community and with County, State & Federal Agencies.*

**Plan:** Staff will continue to strictly adhere to the annually adopted budget working within the necessary parameters to keep rates as low as possible while providing vital services effectively. Staff will execute the planned projects found in the FY 2015-2016 budget as time and priority allow.

Staff will bid, construct and complete the 2015 Waterline Project. Staff will plan for and execute the engineering for the redevelopment of sewer lines in Old Town Commercial for the next fiscal year.

Staff will continue to strive for excellence in all relational aspects of service delivery. McDowell serves on the State's OPRD Grant Advisory Committee, the Visit Linn Coalition, the Ford Foundation's Go Team Effort and works with CIS and the LOC as needed. Frink works with various groups including 811.

**January 2016 Update:** The 2015 Water System Improvements Project came in on budget but a little over time due to an issue with the GR 12 pump. Public Works Superintendent Karl Frink did an outstanding job providing inspection services for this important project.

Staff is executing at a very high level. Projects are executed with precision. Many members of the Staff participated in new ways to learn new skills and build overall capacity for the City.

Council does a great job navigating through tough decisions to honor the wishes of the Budget Committee and to honor the taxpayers while getting a lot of projects accomplished.

Staff continues to work on regional economic development plans with other municipalities as well as Linn County.

The Willamette Country Music Festival (WCMF) had a banner year and the cooperation with Linn County was nearly flawless.

## **2. Water Rights.**

- *Explore Possible Water Source Options.*
- *Continually work on perfecting Water Rights.*

**Plan:** Currently working on the redevelopment of the GR12 well site east of the Main Street Bridge. Council has determined that this water source would double the current water capacity for the City. The City will continue exploring additional resources such as procurement of upstream water rights and other possibilities that exist in other areas of Brownsville.

**January 2016 Update:** City Engineer Jon Erwin and Staff continue to work on this important process. The completion of GR 12 aides greatly in this process. The City is in the process of exploring other water resource options.

## **3. Economic Development Plan.**

- *Discuss Land Options with McFarland Cascade.*
- *Participate in Regional Efforts & Opportunities.*
- *Support Youth Activities in Cooperation with CLRA.*

**Plan:** Continue working with East Linn communities and the Ford Foundation. Continue working with the Brownsville Chamber of Commerce, Visit Linn Coalition and the Bi-Mart Willamette Country Music Festival to drive local financial viability of businesses. Discuss future options with McFarland Cascade.

Continue to work with the CLRA to develop and strengthen youth activities as a vital community amenity.

**Definition:** The two chief focuses of Economic Development are 1) retaining existing business and 2) attracting new business.

**January 2016 Update:** Staff directing private parties discuss land purchase & development options with McFarland Cascade. Staff has encountered a few problems with the continued implementation of services with the CLRA. Staff is overly involved with projects regionally; working on the Visit Linn Coalition, the Ford's Go Team, the East Linn Cohort through the Ford Foundation, working with the State and Linn County on opportunities.

## **4. Community Development Plan.**

- *Refine Zoning Rules & Requirements.*
- *Consider & Adopt New Policies & Standards.*
- *Finish & Implement a Sidewalk Program.*
- *Improve Partnerships with CLSD.*

**Plan:** Council would like to continue looking at ways to effect overall livability including right-of-way management. Install sidewalk into Pioneer Park from the Rec Center. Fully develop the City's sidewalk inventory plan getting the plan ready for approval by Council. Continue to try to develop an effective working relationship with the CLSD to assist with their community development plans.

***January 2016 Update:*** Council will be attending a training session in February where items will be discussed pertaining to this goal. Staff is currently under contract for sidewalks to be extended into Pioneer Park from the Rec Center. City Hall sidewalks are also being improved. The overall City-wide sidewalk program is still pending. Council has been working with the Central Linn School Board on possible options for the Board's property on Blakely Avenue. The Central Linn School Superintendent and Board has not answered Council's questions about the property or any future agreement. Please see Council agenda packets for more detailed information.

## **5. Capital Improvements Plan.**

- *Execute 2015 Water Improvements Project Contracts.*
- *Plan & Construct Downtown Wastewater & Stormwater Improvements.*
- *Estimate City portion of Kirk Avenue Improvements.*
  - Wastewater Treatment & Collections
    - Council has budgeted for a well for the South Plant.
    - Council understands that nearly 45% of the collection lines are in need of replacement.
  - Kirk Avenue Improvements
    - Council has determined that the first block of Kirk from Main Street to Averill Street will be fully reconstructed with sidewalks, curb and gutter improvements. The remainder of Kirk Avenue will be a grind and overlay project.
    - Council's only other alternative is to execute the project as a City project and assess all abutting property owners according to the project cost.

***January 2016 Update:*** Staff will have the 2015 Water System Improvements project wrapped up by the end of January. Staff is exploring options with the storm water concern downtown; this particular project may be another year out in terms of funding for construction. Linn County is currently working on a Transportation System Plan (TSP) that will determine if Kirk Avenue will be funded or not. The TSP process will take over a year to complete and Council will want to attend certain meetings over the course of this year to advocate for Kirk Avenue. Staff will do exploration work to determine City costs for moving certain infrastructure and appurtenances.

## **6. Organizational Development.**

- *Implement Accountability System for all Officials.*
- *Focus on Council Development.*

***Plan:*** Council recognizes the need for additional training & development. Council will continue to improve individually in their role as community leaders working together to accomplish shared organizational goals with Staff. Council implement accountability aspects of all officials both elected and appointed. Proper training and execution of responsibilities is vital for the overall health of the organization.

***January 2016 Update:*** Council has taken an active role with the discussions regarding the School Board's property on Blakely Avenue at the request of the Board. Councilors are making an extra effort to visit City Hall more regularly as way of staying current on issues. Council will be holding training and touring town.

## **7. Emergency Preparedness Plan.**

- *Compose a Written Emergency Plan.*
- *Work with Area Partners on a continual Community Education Program.*
- *Develop Agreements with Community Partners.*

**Plan:** A larger community effort is necessary for this task. Staff will work on the internal plan for the City.

**January 2016 Update:** Council has taken an active role in re-working this process at the direction of Darrell Tedisch, Albany. Council has a plan in place for the active implementation of this goal through 2016.

### **Organizational Development**

- *Elected & Appointed Officials.* People who understand their role and responsibilities for the City as policy & decision makers. People who have a tremendous amount of pride and caring about the future of Brownsville. People who understand the financial nuances of local government in Oregon. People who understand and respect the significant contributions of Staff. People who are focused on the greater good they can collectively make in the community. People who understand the mission of the City and who can explain City policy and issues with the general public. People who understand the unrelenting nature of citizen complaints and how to effectively deal with emotional issues from the general public.
- *Staff.* People who understand their multiple roles and responsibilities. People who love coming to work. People who are interested in creating the best possible work environment that is full of respect and compassion for the citizens and is honest and trusting among all the ranks of the organization. People who don't complain about what they cannot control but people who are interested in creating practical, cost-effective solutions for those issues they can control. People who expect more than the ordinary from themselves and from each other.
- *Organizational Axiom.* Creating, developing and maintaining effective relationships with individuals, other civic organizations, County, State & Federal government personnel. Understanding that the number one priority of the City is relationship building. The City shall honor relationships and the ordinances and laws of the land. The City shall be ever mindful of the importance of the social contract of government and the order that it strives to preserve for the sake of freedom.

**NOTES:** Council has discussed many organizational theories & objectives as well as identifying important critical thinking models that will serve as a guide for making better decisions. Below are two of those models:



## ***How are expectations set in City Government?***

- ◆ Laws & Municipal Code
- ◆ Standards
- ◆ Requirements & Rules
- ◆ Memoranda of Understanding
- ◆ Contracts
- ◆ Agreements
- ◆ Employee Handbook
- ◆ Societal Norms
- ◆ Cultural Nuances
- ◆ Public Opinion



### **THE PROCESS OF PROGRESS**

1. Recognize/Identify
2. Accept/Agree
3. Strategize/Develop Action Steps
4. Implement/Execute
5. Review Outcomes

### **Lexipol's 10 Families of Risk Model**

1. External Risks
2. Legal & Regulatory Risks
3. Strategic Risks
4. Organizational Risks
5. Operational Risks
6. Information Risks
7. Human Resources Risks
8. Technology Risks
9. Financial and Administrative Risks
10. Political Risks



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

<b>1. Marijuana</b> <i>Time Frame:</i> On Going (Please refer to 2014-2015 FY Annual Checklist)	
<input checked="" type="checkbox"/> Advisory Question Measure (Attorney)	02.25.2015
<input checked="" type="checkbox"/> Special Council Meeting Advisory Question Measure	03.03.2015
<input checked="" type="checkbox"/> Council Hearing ( <i>Second Reading</i> )	03.24.2015
<input checked="" type="checkbox"/> Submit to DLCDC	03.26.2015
<input checked="" type="checkbox"/> Major Mailing Options	04.29.2015
<input checked="" type="checkbox"/> On-going Lawyer Conversations	On Going
<input checked="" type="checkbox"/> Certified Advisory Vote Result	06.04.2015
<input checked="" type="checkbox"/> Council Resolution 2015.19	06.23.2015
<input checked="" type="checkbox"/> Ordinance 756	07.28.2015
<input checked="" type="checkbox"/> Ordinance 757	07.28.2015
<input checked="" type="checkbox"/> Simpson's Conditional Use Application	09.22.2015
<input checked="" type="checkbox"/> Simpson's Business Registration Letter	09.30.2015
<input checked="" type="checkbox"/> Ordinance 751 Correction (Code & Sommers)	10.02.2015
<input type="checkbox"/> Policy Implementation ( <i>Pending</i> )	On Going
<input checked="" type="checkbox"/> Lawsuit Threat	On Going
	10.26.2015
	10.27.2015
<input checked="" type="checkbox"/> Legal Avenue Exploration	On Going
	11.02.2015 (HLGR)
	10.27.2015
	(Sommers)
<input checked="" type="checkbox"/> Meeting with Randy & Gayle	10.26.2015
<ul style="list-style-type: none"> <li>▪ Randy delivers HB 3400</li> <li>▪ Gayle pays for Conditional Use Application</li> </ul>	
<input checked="" type="checkbox"/> Council Hears Business Registration Appeal	10.27.2015
<ul style="list-style-type: none"> <li>▪ Randy threatens Council with lawsuit</li> <li>▪ Randy Senior Center HVAC</li> </ul>	
<input checked="" type="checkbox"/> City forward Council Outcome Letter	10.30.2015
<input checked="" type="checkbox"/> City begins Conditional Use Process	10.28.2015
<input checked="" type="checkbox"/> Planning Commission Conditional Use Meeting	12.14.2015
<input checked="" type="checkbox"/> Council Meeting Request (Simpsons & 228)	12.15.2015
<input checked="" type="checkbox"/> Council Marijuana Timeline	01.15.16
<input checked="" type="checkbox"/> Council Meeting Request (Simpsons & 228)	01.27.16
(Council denies Simpson's request to allow them to open provisionally)	
<input type="checkbox"/> Tax & Ballot Measure Preparations	May
<input type="checkbox"/> Law Enforcement Options	On Going
<b>2. 2015 Water Improvements Project ③ (Frink, Erwin &amp; McDowell)</b> <i>Time Frame:</i> 07.2015 – 10.2015	
<input checked="" type="checkbox"/> Bid Deadline	07.01.15
<input checked="" type="checkbox"/> Execute Contracts ( <i>Pre-authorized 05.26.2015</i> )	07.11.15
<input checked="" type="checkbox"/> Pre-Construction Meeting	07.31.15
<input checked="" type="checkbox"/> Letter to Residents	08.07.15



# 2015-2016 Project Outlook

PROJECT	NOTES:
<ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Mobilization &amp; Construction</li> <li><input checked="" type="checkbox"/> Water Line Conflict Problem</li> <li><input checked="" type="checkbox"/> Develop Engineering Estimate</li> <li><input checked="" type="checkbox"/> Contractor Price for Water Line Change Order</li> <li><input checked="" type="checkbox"/> City Acceptance</li> <li><input checked="" type="checkbox"/> Weekly Inspections</li> <li><input checked="" type="checkbox"/> Execute Mid-Point Check</li> <li><input checked="" type="checkbox"/> Punch List Items</li> <li><input checked="" type="checkbox"/> Installing Final Electric</li> <li><input checked="" type="checkbox"/> Move Money to Escrow</li> <li><input checked="" type="checkbox"/> Startup Meeting <i>Meeting #2</i></li> <li><input checked="" type="checkbox"/> Awaiting Change Orders</li> <li><input type="checkbox"/> Execute Final Check</li> <li><input type="checkbox"/> Finalize Contract</li> </ul>	<ul style="list-style-type: none"> <li>08.14.15</li> <li>08.25.15</li> <li>08.26.15</li> <li><i>Done</i></li> <li><i>Done</i></li> <li><i>Karl to Perform</i></li> <li>09.30.2015</li> <li>10.01.2015 (<i>Averill</i>)</li> <li>11.03.2015</li> <li>11.02.2015</li> <li>12.08.2015</li> <li>02.02.2016</li> <li>02.23.2016</li> </ul>
<p><b>3. City Hall Sidewalk Project (<i>Pioneer Park Sidewalk Project</i> ★) ③ ⑥</b>  <i>(Frink &amp; McDowell)</i>  <b>Time Frame:</b> 08.2015 – 10.2015</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Contact Concrete Contractor</li> <li><input checked="" type="checkbox"/> Contractor Visits</li> <li><input checked="" type="checkbox"/> Pick Contractor (<i>Briese Custom Concrete</i>)</li> <li><input checked="" type="checkbox"/> Construction</li> <li><input checked="" type="checkbox"/> Public Works Concrete Removal</li> <li><input checked="" type="checkbox"/> Public Works Drainage</li> <li><input checked="" type="checkbox"/> Public Works Irrigation</li> <li><input checked="" type="checkbox"/> Public Works Install Grass</li> <li><input checked="" type="checkbox"/> Punch List Items</li> <li><input checked="" type="checkbox"/> Finalize Contract</li> <li><input checked="" type="checkbox"/> Budget for Phase III (<i>Fire Pad</i>)</li> </ul>	<ul style="list-style-type: none"> <li>09.03.15</li> <li>10.05 – 10.12.15</li> <li>11.10.15</li> <li>01.2016</li> <li>01.2016</li> <li>03.07.2016</li> <li>03.07.2016</li> <li>03.11.2016</li> <li>02.02.16</li> <li>02.05.16</li> </ul>
<p><b>4. Pioneer Park Sidewalk Project (<i>City Hall Project</i> ★) ③</b>  <i>(Frink, Coleman &amp; McDowell)</i>  <b>Time Frame:</b> 08.2015 – 10.2015</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Public Works Landscaping Cleanup</li> <li><input checked="" type="checkbox"/> Contact Sidewalk Contractor (<i>Briese Custom Concrete</i>)</li> <li><input checked="" type="checkbox"/> Pick Contractor</li> <li><input checked="" type="checkbox"/> Construction</li> <li><input checked="" type="checkbox"/> Public Works General</li> <li><input checked="" type="checkbox"/> Punch List Items</li> <li><input checked="" type="checkbox"/> Finalize Contract</li> </ul>	<ul style="list-style-type: none"> <li><i>In the Works</i></li> <li>09.03.15</li> <li>11.10.15</li> <li>01.2016</li> <li><i>In the Works</i></li> <li>02.02.16</li> <li>02.05.16</li> </ul>
<p><b>5. TMDL Five Year Review (<i>McDowell &amp; Frink</i>)</b>  <b>Time Frame:</b> ASAP</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Prepare &amp; Review TMDL</li> </ul>	<ul style="list-style-type: none"> <li>11.24.15</li> <li>12.01.15</li> </ul>



# 2015-2016 Project Outlook

PROJECT	NOTES:
<input checked="" type="checkbox"/> Forward State Report <input checked="" type="checkbox"/> Meet with State Officials <input type="checkbox"/> Rewrite TMDL Plan	12.02.15 01.27.16 MAY/JUNE
<b>6. Remington Park Agreement (McDowell)</b> <b>Time Frame:</b> 11.2015 - 01.2016 <input type="checkbox"/> Prepare Draft Agreement <input type="checkbox"/> Continue Negotiations	<b>HOLD</b>
<b>7. Street Paving &amp; Rehabilitation Projects ③ (Frink &amp; McDowell)</b> <b>Time Frame:</b> 08.2015 – 12.2015 <input checked="" type="checkbox"/> Create Specifications <input checked="" type="checkbox"/> Request & Obtain Quotes <input type="checkbox"/> Execute All Quote <input type="checkbox"/> Council Resolution of Acceptance <input type="checkbox"/> Execute Contract <input type="checkbox"/> Pre-Construction Meeting <input type="checkbox"/> Mobilization & Construction <input type="checkbox"/> Punch List Items <input type="checkbox"/> Finalize Contract <input type="checkbox"/> Execute Final Check	February 2016 03.07.2016
<b>8. Zoning Code Provisions Review ⑥ (Coleman, McDowell &amp; Frink)</b> <b>Time Frame:</b> 10.2015 – 02.2016 <input type="checkbox"/> Review Current Standards <input type="checkbox"/> Frink, Coleman & McDowell <input type="checkbox"/> Council Approval	<i>In Progress</i>
<b>9. Central Linn Recreation Partnership ③⑥ (Deaver, Morrow &amp; McDowell)</b> <b>Time Frame:</b> 07.2015 – 06.2016 <input checked="" type="checkbox"/> Create Policy & Procedures <input type="checkbox"/> Administrative Policies <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Background Checks</li> <li><input checked="" type="checkbox"/> Concussion Treatment</li> <li><input checked="" type="checkbox"/> Medical Emergency</li> <li><input checked="" type="checkbox"/> First Aid Administration</li> <li><input type="checkbox"/> Operational Policies</li> <li><input type="checkbox"/> Facility Management</li> <li><input type="checkbox"/> Equipment Management</li> <li><input type="checkbox"/> Capital Improvements Components</li> <li><input type="checkbox"/> Management Policies</li> <li><input checked="" type="checkbox"/> Sport Directors Handbook</li> <li><input checked="" type="checkbox"/> Coaches Directors Handbook</li> <li><input checked="" type="checkbox"/> Parents &amp; Players Handbook</li> <li><input type="checkbox"/> Develop Basic Position Descriptions</li> <li><input type="checkbox"/> Develop Basic Things to Do Checklist</li> </ul>	



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

- Develop Training Program
- Fine Tune Programmatic Logistics
- Facility Booking
- Sports Scheduling
- Website Updates & Support
- Basic Janitorial Service
- Develop General Maintenance Guidelines & Procedures
- Develop New Partnerships
- Create New Fee Structures
- Create Fundraising Committee
- Host Progress Meeting

<b>10. Central Linn School District Facilities Discussions</b>	
<b>Time Frame:</b> Pending/On Going	
<input checked="" type="checkbox"/> Monitor Developments	09.22.15
<input checked="" type="checkbox"/> Initial Discussion	10.06.15
<input checked="" type="checkbox"/> Prepare Discussion Points/Strategies/Tactics Report	10.22.15
▪ Report Prepared for Council	10.27.15
▪ Property Issues & Linn County	
▪ Tabled Until Central Linn School District	

<i>Resolves Property Concern</i>	
<input checked="" type="checkbox"/> Council Discussion	11.24.15
<input checked="" type="checkbox"/> Special Committee Meeting (MC & GS)	12.02.15
<input checked="" type="checkbox"/> Attended Special Meeting (MC, TM, EC & GS)	12.16.15
<input checked="" type="checkbox"/> Reported To Council	01.27.16
<input type="checkbox"/> Waiting to Hear From CLSD (Blakely)	...
<input checked="" type="checkbox"/> Request to Support Bond Measure	02.23.16
<input checked="" type="checkbox"/> CLRC Committee (MC, CG & MN)	03.09.16

<b>11. Library Lighting Project ⑥ (McDowell &amp; Frink)</b>	
<b>Time Frame:</b> 08.2015 – 12.2015	
<input checked="" type="checkbox"/> Discovery of Illegal Lighting Concern	10.21.15
<input checked="" type="checkbox"/> Norm's Electric Quote	11.04.15
<input checked="" type="checkbox"/> Council Special Meeting Acceptance	11.10.15
<input checked="" type="checkbox"/> Pull PO with Instruction	11.11.15
<input checked="" type="checkbox"/> Forward Contract etc.	11.11.15
<input checked="" type="checkbox"/> Waiting for Contract	01.05.16
<input checked="" type="checkbox"/> Punchlist Items	01.27.16
<input checked="" type="checkbox"/> Complete Contract	01.28.16
<input checked="" type="checkbox"/> Final Check	March 2016
<input type="checkbox"/> Energy Trust Reimbursement	Pending

<b>12. Boldt, Carlisle &amp; Smith ⑥ (Deaver, Morrow &amp; McDowell)</b>	
<b>Time Frame:</b> 08.2015 – 12.2015	
<input checked="" type="checkbox"/> Prepare SOS Resolution	11.04.15
<input checked="" type="checkbox"/> Council Passage of SOS Resolution	11.10.15



# 2015-2016 Project Outlook

PROJECT	NOTES:
<input checked="" type="checkbox"/> Engage BCS for Solutions <input checked="" type="checkbox"/> Luncheon Discussion <input checked="" type="checkbox"/> Sign Agreement <input checked="" type="checkbox"/> Execute Work	11.20.15 01.27.16 01.28.16 February & March '16
<b>13. OPRD Grant Advisory Responsibilities ③ (McDowell)</b> <b>Time Frame:</b> 08.2015 – 06.2016 <input type="checkbox"/> Finish Report ( <i>See Notes</i> ) <input type="checkbox"/> Attend Debrief ( <i>Salem</i> ) <input type="checkbox"/> Review Grants & Requests <input type="checkbox"/> Salem Conference	
<b>14. Red Barn Revamp ⑥ (Frink &amp; McDowell)</b> <b>Time Frame:</b> 11.2015 – 03.2016 <input checked="" type="checkbox"/> Define Scope <input type="checkbox"/> Construction <input type="checkbox"/> Public Works Roof Removal <input type="checkbox"/> Public Works Painting <input type="checkbox"/> Public Works Garage Doors <input type="checkbox"/> Public Works Electricity <input type="checkbox"/> Punch List Items	01.05.16
<b>15. Emergency Electricity (Frink)</b> <b>Time Frame:</b> 12.2015 – 05.2016 <input checked="" type="checkbox"/> Erwin & Norms Discussion <input checked="" type="checkbox"/> Obtain Quotes <input type="checkbox"/> Mobilization & Construction <input type="checkbox"/> Finalize Contract	<i>In the Works</i> <i>In the Works</i>
<b>16. EPC Follow-Up (McDowell, Morrow &amp; Van Sandt)</b> <b>Time Frame:</b> 09.2015 – 06.2016 <input checked="" type="checkbox"/> Council Considers New Model <input checked="" type="checkbox"/> Staff Meeting	09.22.15 10.12.15
<ul style="list-style-type: none"> <li>▪ Van Sandt – Ordinance Corrections</li> <li>▪ McDowell &amp; Morrow – Job Description</li> <li>▪ New Timeline &amp; Council Meeting</li> </ul>	10.27.15 10.27.15 10.27.15
<input checked="" type="checkbox"/> Ordinance Changes ( <i>First Reading</i> ) <input checked="" type="checkbox"/> Ordinance Changes ( <i>Second Reading</i> ) <input checked="" type="checkbox"/> Post Volunteer Position <input type="checkbox"/> Interview Volunteers <input type="checkbox"/> Resolution & Agreements <input type="checkbox"/> Community Outreach <input type="checkbox"/> Emergency Plan <input type="checkbox"/> Continuity of Operations Plan	11.24.15 12.15.15 01.05.16 Pending



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

**17. Canal Company (McDowell)**

**Time Frame:** 08.2015 – 06.2016

- Review Options (Water Attorney)
- Reset with Holbrook & Shepherd
- Develop Model
- Review Model & Outcomes
- Council Negotiations
- Public Hearings
- Finalize Agreement
- Council Approval
- Execute Contract Outcomes

**18. Event Agreement Negotiations (McDowell)**

**Time Frame:** 12.2015 – 02.2016

- Chamber of Commerce *In Progress*  
*(Process – Street Closures, freezer, storage, receipt books etc.)*
- Pioneer Picnic (New)
- Willamette Valley Cycling Tour *In Progress*
- Willamette Agility Group
- Festival of Tents
- Eugene Kennel Club *In Progress*
  - Council Meeting *11.24.15*

**19. Judges Pro-Tempore (McDowell)**

**Time Frame:** 01.2016

- Create Resolution *01.08.16*
- Council Approval *01.27.16*

**20. Sidewalk Program (McDowell, Erwin & Frink)**

**Time Frame:** 02.2016

- Discuss Funding the Program (BCM)
- Prepare Specifications
- Council Approval

**21. VLC Responsibilities (McDowell)**

**Time Frame:** On Going

- Re-approach Commissioners
- Re-imagine Website/Technology
- Develop Linn County App

**22. Staff Prospectus (McDowell)**

**Time Frame:** On-going

- Create Planning Strategies
- Review Internal Processes & Policies
- Continue to Define the New Era
- Create Shared Expectations
- Execute Debrief Sessions



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

- Monitor Execution

### 23. 2015 Utility Line Improvements (*McDowell, Erwin & Frink*)

**Time Frame:** 08.2015 – 06.2016

- Start Engineering Downtown Sanitary Sewers
- Video Inspections & Maintenance
- Shelve Main Street Water Line
- Prepare Documents
- Council Resolution of Acceptance

### 24. Service Truck Purchase (*Frink & McDowell*)

**Time Frame:** 07.2015 – 10.2015

- Frink Discussion 01.2016
- Contact ORPIN
- Receive Quotes 01.27.16
- Selection Process
- Council Approval 01.27.16  
(*Benton County IGA*)
- Complete Purchase
- Complete Contract
- Final Payment
- Insurance Coverage

### 25. Park Projects (*Frink, Coleman & McDowell*)

**Time Frame:** 09.2015 – 12.2015

#### **Pioneer**

- Install Signage 06.23
- Park Electric (*Phase II*) 06.30
- Buena Vista Tree Service (*Hazard Tree Removal*) 09.09
- Cleanout River Debris Summer
- Sandbox Eyelash Idea ...
- Paint Sidewalk Distance Indicators Summer
- Road Relocation OCTOBER
- Playground Relocation
- Execute Contracts

#### **Kirk's Ferry**

- Install Fountain June 2015
- Fill Work
- Asphalt Quote

#### **Remington Park**

- Park Board Approval
- Council Approval
- Remove Equipment
- Open Space Property



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

<p><b>26. South Wastewater Plant Well (Frink)</b>  <b>Time Frame:</b> 10.2015 – 04.2016</p> <ul style="list-style-type: none"> <li><input checked="" type="checkbox"/> Well Driller Recommendations</li> <li><input checked="" type="checkbox"/> Prepare Documents</li> <li><input checked="" type="checkbox"/> Obtain Quotes</li> <li><input type="checkbox"/> Council Resolution of Acceptance</li> <li><input type="checkbox"/> Execute Contract</li> <li><input type="checkbox"/> Pre-Construction Meeting</li> <li><input type="checkbox"/> Mobilization &amp; Construction</li> <li><input type="checkbox"/> Punch List Items</li> <li><input type="checkbox"/> Finalize Contract</li> <li><input type="checkbox"/> Execute Final Check</li> </ul>	<p>12.2015 12.22.15 01.2016</p>
--	---

- 27. Public Works ROW Maintenance Checklist (Frink)**  
**Time Frame:** 11.2015 – 01.2016
- Create Photo Checklist
  - Seasonal Employees Training Piece
  - Demonstrate Workload
  - Council Review

- 28. Wastewater Collections Cleaning Checklist (Frink)**  
**Time Frame:** 12.2015 – 05.2016
- Identify Areas
  - Contact Inspection Service
  - Review Findings
  - Complete Recommendations
  - Create Maintenance Checklist
  - Implement Cleaning Process

- 29. Hire Park Caretakers (Frink, Morrow & McDowell)**  
**Time Frame:** 11.2015 – 04.2016
- Prepare Advertisement
  - Prepare Questionnaire
  - Interviews
  - Negotiations
  - Prepare Contract
  - Execute Contract

- 30. ICMA – RC DeLana Hansen**  
**Time Frame:** 01.2016
- Setup Meeting
  - Retirement Review

- 31. CIS/Barker-Uerlings (McDowell)**  
**Time Frame:** 01.2016 – 07.2016
- Annual Survey
  - Attend Annual Conference

January 2016  
02.24 – 02.26.2016

### 2015-2016 Master TTDL

☉ = First Three Months; ☪ = First Six Months;



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

- Pass Workers Compensation Resolution
- Review Workers Compensation Figures
- Review General Liability Coverage
- Review Flood Insurance
- Mobile Equipment List
- Property Coverage Review
- Open Enrollment

### 32. **March Newsletter** (*Morrow*)

**Time Frame:** 1.2016 – 03.2016

- Call for Articles
- Staff Write Necessary Articles
- Staff Assemble
- Edit Reviews
- Copy
- Prepare for Mailing including Out-of-Town copies
- Prepare Post Office (*Bulk Process*)
- Post to WS
- Send

*February 2016*

### 33. **Hire Seasonal Public Works** (*Frink, Morrow & McDowell*)

**Time Frame:** 02.2016 – 04.2016

- Prepare Advertisement
- Council Authorization
- Prepare Questionnaire
- Interviews
- Negotiations
- Prepare Contract
- Execute Contract

### 34. **Records Project** (*Deaver, Coleman, Morrow & McDowell*)

**Time Frame:** 01.2015 – 06.2016

- Line Out Filing Cabinets *In Progress*
- Organize E-Files (Ordinances & Resolutions) *In Progress*
- Create Easement File *In Progress*
- Create Contracts File *In Progress*

### 35. **Update Safety Manual**

**Time Frame:** On-going

- Review Manuals
- Make Changes
- CIS Review
- Adopt New Manual
- Council Approval



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

### 36. Shuttle to Town MOU (McDowell)

**Time Frame:** 04.2016 – 07.2016

- Part of Shuttle to Town Committee
- Create MOU
- Negotiate Contract with CLSD
- Discuss details with outside parties
- Solidify Details
- Coordination with WCMF
- Finalize Contract
- Debrief of Event

03.04.2016

### 37. Update Capital Improvements Plan [CUPSS Development]

**Time Frame:** 10.2015 – 03.2016

- Review Current CIP
- Make Changes
- Frink & McDowell Review
- Adopt New Plan
- Council Approval

### 38. Brownsville Municipal Code Review (McDowell & Coleman)

**Time Frame:** 08.2015 – 06.2016

- Review Code
- Make Recommendations
- Council Approval

### 39. Internal Controls Project ⑥

**Time Frame:** 01.2016 – 02.2016

- BCS Quote for Services
- Develop Written Standards
- Implement Policy Recommendations
- Provide Council Drafts
- Council Approval
- Incorporate New Procedures

### 40. Certified Local Government

**Time Frame:** On-going

- Watch Developments
- Historic Review Board
- Canal Company Implications
- Others Respect Process
- Council Decision

### 41. Budget Process (Morrow & McDowell)

**Time Frame:** 02.2016

- Prepare & Review Checklists
- Refer to Budget Checklists

02.25.2016

In Progress



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

### 42. Dust Control & Greg Tilley (*Frink*)

**Time Frame:** 05.2016

- Prepare & Review Streets
- Fax Greg List of Streets
- Add Pearl Street (*Check with Lemhouse*) City paid 1/4 of 735' Last FY

### 43. Fourth of July Preparations (*Frink & McDowell*)

**Time Frame:** 06.2016 – 07.2016

- Prepare Caretakers
- Rent Light Banks (*Karl: 3 Total*)
- Coordinate Volunteer Help (*Liz*)
- Contact Vendors
- Contact Sweet Home Sanitation (*Scott*) 30 Cans
- Order Additional Toilets (*Karl: 10 Total*)
- Execute Cleanup

## Agreements & Miscellaneous

**Time Frame: Various**

- ◆ Solid Waste: Sweet Home Sanitation [01.2016 Review] [01.22.2013]
- ◆ Central Linn Recreation Board [02.2017] [12.21.2013]
- ◆ Chamber of Commerce [09.2016] [12.21.2013]
- ◆ Central Linn School District (Community Gardens) [03.2016]
- ◆ Pioneer Picnic Association & the Picture Gallery [09.2016]
- ◆ City Administrator [06.2017] w/One (1) Year Option
- ◆ Municipal Court Administrator [Perpetual]
- ◆ Planning Consultant (Dave Kinney) [Rolling]
- ◆ Brownsville Art Association [2016]
- ◆ Senior Center Phone Agreement [2017]
- ◆ LCSO Agreement [Annual] January
- ◆ Sattler Planning & IT Agreement [Annual] December
- ◆ 729 N. Main Street Flower Agreement [01.2017]
- ◆ Calapooia Food Alliance (Kirk's Ferry) [Pending]
- ◆ Monitor Kirk Avenue Project [Pending]
- ◆ Prepare Annual Park Agreements
  - State of Oregon (DAS) *Cancelled 2014*
  - Eugene Kennel Club
  - LC Picnic Association (Oregon Heritage)
  - Chamber of Commerce Addendum
  - Calapooia Food Alliance MOU [06.2015]
  - Willamette Agility Group
  - Festival of Tents
  - Central Linn Rec Assistance MOU [06.2015] *Option Exercised*
  - Miscellaneous Bicycle, Motorcycle & Running Events

## Franchise Agreements



# 2015-2016 Project Outlook

## PROJECT

## NOTES:

**Time Frame:** Various

- ◆ **Natural Gas:** Northwest Natural Gas 2026 (Expiration)
- ◆ **Electricity:** Pacific Power 2021 (Expiration)
- ◆ **Communications:** CenturyLink 2017 (Expiration)
- ◆ **Solid Waste:** Sweet Home Sanitation [01.22.2013]

### Duties:

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>▶ Day to Day Operations</li> <li>▶ Website Maintenance</li> <li>▶ Weekly Deposits</li> <li>▶ Monthly Utility Billing</li> <li>▶ Month End Financials</li> <li>▶ Citizen Concerns &amp; Complaints</li> <li>▶ Water &amp; Wastewater Testing</li> <li>▶ Water &amp; Wastewater Reports &amp; Processing</li> <li>▶ Utility Emergencies</li> <li>▶ Routine Maintenance</li> <li>▶ Grounds Maintenance</li> <li>▶ Vehicle Maintenance</li> <li>▶ State Law Changes</li> <li>▶ Programmatic Changes</li> <li>▶ Reporting</li> <li>▶ Committees &amp; Boards Developments               <ul style="list-style-type: none"> <li>✦ Council</li> <li>✦ Planning Commission</li> <li>✦ Park Board</li> <li>✦ Library Advisory Board</li> <li>✦ Historic Review Board</li> </ul> </li> </ul> | <ul style="list-style-type: none"> <li>▶ Resolutions &amp; Ordinances</li> <li>▶ Council Packets</li> <li>▶ Newsletters</li> <li>▶ Consumer Confidence Report</li> <li>▶ Utility Emergency Plans</li> <li>▶ Community Emergency Plans</li> <li>▶ Brownsville Handbook Update</li> <li>▶ Business Registration Program</li> <li>▶ Zoning &amp; Permits</li> <li>▶ Computer Issues</li> <li>▶ Go Team</li> <li>▶ VLC</li> <li>▶ Executive Board (Chamber)</li> <li>▶ Brownsville Community Foundation</li> <li>▶ SWAC</li> <li>▶ COG</li> <li>▶ LOC &amp; Region III</li> </ul> |
|---|---|

## Complete

<b>44.</b>	<b>Budget Process</b> (McDowell & Morrow)	
	<b>Time Frame:</b> 07.2015	
	<input checked="" type="checkbox"/> Certify Budget	07.07.15
	<input checked="" type="checkbox"/> Budget Checklist Update	07.07.15
	<input checked="" type="checkbox"/> Complete Compilation	07.07.15
	<input checked="" type="checkbox"/> Microfund – Populate FY 2015-16	07.03.15
	<input checked="" type="checkbox"/> Budget Documents Forward '16	07.09.15
	<input checked="" type="checkbox"/> Schedule Forward '16	11.03.15

<b>45.</b>	<b>City Hall Phones</b> Ⓟ (Morrow & McDowell)	
	<b>Time Frame:</b> 07.2015 – 09.2015	
	<input checked="" type="checkbox"/> Contact Valley Telephone	07.23.15
	<input checked="" type="checkbox"/> Execute New Quotes (Based on Old Quote)	07.30.15
	<input checked="" type="checkbox"/> Execute Contract	07.31.15



<input checked="" type="checkbox"/> Pre-Construction Meeting	08.09.15
<input checked="" type="checkbox"/> Punch List Items (Centurylink Nightmare)	09.04.15
<input checked="" type="checkbox"/> Execute Final Check	08.31.15
<input checked="" type="checkbox"/> Finalize Contract	10.30.15

*Returned two phones*

*Still Need Computer Software*

<b>46. Weed Abatements ③ (McDowell &amp; Morrow)</b>	
<b>Time Frame:</b> 07.2014 – 09.30.2014	
<input checked="" type="checkbox"/> Complete Spreadsheets	06.01
<input checked="" type="checkbox"/> Determine Contractor	06.01
<input checked="" type="checkbox"/> Hold Harmless Clause	06.01
<input checked="" type="checkbox"/> Contractor Property Review	06.12
<input checked="" type="checkbox"/> Price Determinations	06.12
<input checked="" type="checkbox"/> Pull Contractor PO (Phase I)	06.12
<input checked="" type="checkbox"/> Review Work (Phase I)	06.30
<input checked="" type="checkbox"/> Execute Spreadsheets (Phase I)	06.30
<input checked="" type="checkbox"/> Execute Spreadsheets (Phase II)	08.10
<input checked="" type="checkbox"/> Pull Contractor PO (Phase II)	08.17
<input checked="" type="checkbox"/> Execute Necessary Paperwork	09.02
<input checked="" type="checkbox"/> Execute Final Contract	09.02
<input checked="" type="checkbox"/> Review Work (Phase II)	10.05
<input checked="" type="checkbox"/> Pay Contractor(s)	NA
<input checked="" type="checkbox"/> Send Invoices to Property Owners	Pending

<b>47. September Newsletter ③ (Morrow)</b>	
<b>Time Frame:</b> 7.2015 – 09.2015	
<input checked="" type="checkbox"/> Call for Articles	08.10.15
<input checked="" type="checkbox"/> Staff Write Necessary Articles	
<input checked="" type="checkbox"/> Staff Assemble	
<input checked="" type="checkbox"/> Edit Reviews	
<input checked="" type="checkbox"/> Copy	
<input checked="" type="checkbox"/> Prepare for Mailing including Out-of-Town copies	
<input checked="" type="checkbox"/> Prepare Post Office (Bulk Process)	
<input checked="" type="checkbox"/> Post to WS	
<input checked="" type="checkbox"/> Send	

<b>48. Employee Handbook &amp; Job Descriptions Update ③ (McDowell)</b>	
<b>Time Frame:</b> 7.2015 – 09.2015	
<input checked="" type="checkbox"/> Add Necessary Policy	10.20.15
<input checked="" type="checkbox"/> Revise Existing Policy to match practice	10.22.15
<input checked="" type="checkbox"/> <b>CJIS - Add Necessary Policy</b>	<b>09.02.15</b>
<input checked="" type="checkbox"/> Make Necessary Changes	10.22.15
<input checked="" type="checkbox"/> Council Approval	09.22.15 CJIS
	10.27.15 Handbook
<input checked="" type="checkbox"/> Send CJIS Info to State Police	09.24.15
<input checked="" type="checkbox"/> Receive State Confirmation	09.25.15



<input checked="" type="checkbox"/> Make Changes Per Council Authority	10.30.15
<input checked="" type="checkbox"/> Post New Handbook etal to WS	10.30.15
<input checked="" type="checkbox"/> Send All Employees New Version	10.30.15

<b>49. General Ledger &amp; Utility Billing Software Upgrade ③</b> (Deaver, Morrow & McDowell)	
<b>Time Frame:</b> 08.2015 – 12.2015	
<input checked="" type="checkbox"/> Create Specification Sheet	06.30.15
<input checked="" type="checkbox"/> Request & Obtain Quotes	08.03.15
<input checked="" type="checkbox"/> Research Caselle (Halsey & Harrisburg)	08.31.15
<input checked="" type="checkbox"/> Check ORPIN	
<input checked="" type="checkbox"/> Review COG Options	03.18.16
<input type="checkbox"/> Execute All Quote	
<input type="checkbox"/> Council Resolution of Acceptance	
<input type="checkbox"/> Execute Contract	
<input type="checkbox"/> Conversion & Training	
<input type="checkbox"/> Punch List Items	
<input type="checkbox"/> Finalize Contract	
<input type="checkbox"/> Execute Final Check	

<b>50. Arbor Day ③ (Coleman)</b>	
<b>Time Frame:</b> 07.2015 – 10.2015	
<input checked="" type="checkbox"/> Contact Partners	
<input checked="" type="checkbox"/> Contact the State	
<input checked="" type="checkbox"/> Determine Planting Location	
<input checked="" type="checkbox"/> Park Tree Planting: Discuss with Frink	
<input checked="" type="checkbox"/> Park Board did Arbor Day Month (Library Assist)	10.21.15
<input checked="" type="checkbox"/> Event Day	11.04.15

<b>51. Library HVAC Project ⑥ (Lemhouse &amp; Frink)</b>	
<b>Time Frame:</b> 08.2015 – 12.2015	
<input checked="" type="checkbox"/> Create Specifications	08.30
<input checked="" type="checkbox"/> Request & Obtain Quotes	09.03
<input checked="" type="checkbox"/> Execute All Quote	10.06
<input checked="" type="checkbox"/> Council Resolution of Acceptance	10.27 (Motion)
<input checked="" type="checkbox"/> Execute Contract	10.12.15
<input checked="" type="checkbox"/> Mobilization & Construction	10.19
<input checked="" type="checkbox"/> Punch List Items	
<input checked="" type="checkbox"/> Finalize Contract	10.30.15
<input checked="" type="checkbox"/> Execute Final Check	10.30.15

<b>52. Boldt, Carlisle &amp; Smith ⑥ (Deaver, Morrow &amp; McDowell)</b>	
<b>Time Frame:</b> 08.2015 – 12.2015	
<input checked="" type="checkbox"/> Schedule Audit (09.02-09.05)	06.03
<input checked="" type="checkbox"/> Pre-Audit Information Gathering	06.24
<input checked="" type="checkbox"/> Complete Engagement Letter	07.20
<input checked="" type="checkbox"/> Prepare Debt Confirmations	(Not this Year: Per Palmer)
<input checked="" type="checkbox"/> New GASB Statements	08.03



<input checked="" type="checkbox"/> Prepare Information	08.03—8.06
<input checked="" type="checkbox"/> Complete USDA Questions	08.14
<input checked="" type="checkbox"/> Prepare Information	07.20
<input checked="" type="checkbox"/> Execute Checklists	07.25
<input checked="" type="checkbox"/> Review Audit	10.14
<input checked="" type="checkbox"/> Provide M D & A Report	10.16
<input checked="" type="checkbox"/> Answer Follow-Up Questions	10.16
<input checked="" type="checkbox"/> Track Completion	...
<input checked="" type="checkbox"/> File with Secretary of State	11.02
<input checked="" type="checkbox"/> Finalize Contract	11.06

<b>53. 2015 Linn County Commissioners &amp; BWCMF (McDowell)</b>	
<input checked="" type="checkbox"/> LCCO Public Hearing Continuation	08.04.15
<input checked="" type="checkbox"/> Approve Traffic Plan	07.16.15
<input checked="" type="checkbox"/> Monitor Progress & Outcomes	On Going
<input checked="" type="checkbox"/> Conducting Traffic Counts (LCRD)	09.22.15

<b>54. Evaluations ⑥ (McDowell &amp; Frink)</b>	
<b>Time Frame:</b> 10.2015 – 12.2015	
<input checked="" type="checkbox"/> Vacation (November Payroll)	End of November
<input checked="" type="checkbox"/> Perform Evaluations	12.2015
<input checked="" type="checkbox"/> Execute Personnel Meetings	12.2015 & 01.2016
<input checked="" type="checkbox"/> Calculate Potential Increases	End of November
<input checked="" type="checkbox"/> Prepare Benefits Letters	01.22.16
<input checked="" type="checkbox"/> Prepare Payroll Changes	01.06.16
<input checked="" type="checkbox"/> Send Payroll Changes to BCS	01.06.16

<b>55. Christmas Decorations ⑥ (Frink &amp; McDowell)</b>	
<b>Time Frame:</b> 11.2015 – 01.2016	
<input checked="" type="checkbox"/> Make Installation Arrangements	12.02.15
<input checked="" type="checkbox"/> Make Removal Arrangements	01.09.16

<b>56. Council Goal Review Retreat (McDowell + All)</b>	
<b>Time Frame:</b> 02.2016	
<input checked="" type="checkbox"/> Set a Date for Tour & Training	11.2015
<input checked="" type="checkbox"/> Prepare PowerPoint Presentation	02.03.16
<input checked="" type="checkbox"/> Obtain a Van	01.27.16
<input checked="" type="checkbox"/> Make Lunch Arrangements	01.13.16
<input checked="" type="checkbox"/> Staff & Council Retreat Meeting	02.06.16