

Council Goal Setting Packet

Wednesday, February 19th, 2025 | 6:00 p.m. | Council Chambers



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February 19th, 2025

Council Retreat & Goal Setting Review Session

6:00 p.m. | *Council Chambers at City Hall*

Agenda

6:00 p.m. Council Orientation

- ★ Orientation Review
- ★ Organizational Focus

6:30 p.m. Goals Review

- ★ Current Goals Review
- ★ Overarching Needs
- ★ Continuing Projects
- ★ Financial Implications
- ★ Identify Priorities
- ★ Review Proposed Changes



2025 Council Policy Planning Items

Purpose: Below are brief explanations of concepts and ideas that Council will be considering for the upcoming Goal Setting Session to be held on Wednesday, February 19th, 2025. You will see this symbol, ✨, if the goal is an ongoing priority. You will see this symbol 📝 when the items are something to remember. The numbers are listed for reference only, not priority.

The color bars mean the following:

<i>Planning</i>
<i>General</i>
<i>Utilities</i>
<i>Advocacy</i>
<i>Capital Improvements</i>
<i>Organizational</i>

1. *Planning* | *Storage Containers* ✨ | 📝

- ★ The City does not have any rules in place for metal storage containers. People are using them not only as accessory structures for storage, but also as primary residences. Does Council want to address rules that shape the use of storage containers? Do storage containers as primary or secondary structures match the historic image Brownsville attempts to project?

Council recommended this issue to the Planning Commission for review.

2. *Planning* | *Building Rules (Old Manufactured Home)*

- ★ Some people have inquired about moving in old, manufactured homes such as trailers into single family areas and other areas of the City. The City does not have any rules to address this issue. A resident recently wanted to tear down a house and replace it with a 1992 house trailer.

3. *Planning* | *In-Fill: Public Works Standards* 📝

- ★ The City has many “dry lots” meaning lots that cannot develop due to the high development costs associated with developing one or two lots/parcels. The City could fund improvements for these areas and assess the costs back on the properties in the future. The benefit is that in-fill areas would be able to be built out, but the City would have to come up with the capital costs associated with extending critical infrastructure such as water lines, wastewater lines and streets.

Council could also consider modifying certain requirements of the Public Works Standards that may assist developers when considering development of these lots. The pending land inventory does not appear to include residential land due to the number of “dry lots” that exist throughout town.

It is hard to justify the public expenditure, but it is also hard to finish building out town to allow for future expansion in accordance with State requirements.

4. *Planning* | *Building Standards (Architectural Aesthetic)*

- ★ Staff presented this issue to the Historic Review Board before the Dollar General started building. No recommendations were made, so the City had no applicable standards for the Dollar General to follow. The City requested certain aesthetic items be completed but had zero force of law.



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The City could pass ordinances that would require private builders to adhere to a set of rules and requirements for building appearance. Without any standards, builders do not have to do anything.

5. **Planning** | *Land Use Inventory (Kinney)* 🌟

- ★ The City is attempting to redefine city limits and the Urban Growth Boundary (UGB) with work currently being performed by Dave Kinney and Staff. Council authorized language for RV usage and some right-of-way usage modifications as well.

6. **Planning** | *Private Property & Private Development*

- ★ Understanding the nuances Staff deals with in attempting to locate anything from a retail store to a housing development. Knowing the innerworkings of the process can help keep peace in the City. The Dollar General project was a ‘train wreck’ in terms of misinformation and disinformation in the community.
- ★ Council & Staff training that leads to understanding project scope and the City’s role in developments in town. Staff needs support from Council. Staff began compiling the Policy & FYI series that is updated monthly in the Council agenda packet to help with general understandings of City operations.

7. **Planning** | *Modify Old Town Commercial Nuisance Language*

- ★ The City currently prohibits indoor furniture from being used outside. The City has received a request to allow indoor furniture outside if properly treated.

8. **Planning** | *System Development Charges*

- ★ The State of Oregon is looking at eliminating these local system charges. These charges were implemented by the State for cities to generate revenue toward future capital improvements projects. Now the State is trying to take these away while not eliminating any of the State’s regulatory practices. The City has not increased these charges since they were implemented.

9. **Planning** | *Historic Property Infringements*

- ★ Over a hundred properties have infringed on the City right-of-way. Council needs to adopt an ordinance to address this future concern. Staff could be charged with creating an annual letter that is sent to the infringing properties.

10. **Planning** | *FEMA Pre-Implementation Correction Measures (PICM)* 📝

- ★ The DLC and Feds are going to implement compliance deadlines for cities.

11. **General** | *Signs*

- ★ The City could consider better definitions for the sign ordinance to incorporate elections signs and other temporary signs utilized throughout the City. Nearly every election year there is conflict over political sign placement. The City has always viewed these signs as temporary. In the past, political opponents have dragged the City into fights regarding placement that has included Linn County.

12. **General** | *Right-of-Way Infringements – Vehicular*



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- ★ The City has many areas where private property owners have placed certain types of private vehicles on the City ROW. Council needs to address this issue before it becomes a major legal issue.

Part of these requirements will be included in the Land Inventory project.

13. **General** | *Internet Service Provider* ✱

- ★ Alyrica continues installing a fiber optic system throughout town.

14. **General** | *Economic Development* ✱

- ★ Council should consider their role and purpose toward this effort. All the new developments have been a source of concern and frustration for citizens. Council should consider a public education piece around development and key issues. Council should start by educating themselves better on key issues as they happen in Brownsville and the surrounding area. Council must be intentional on this issue if it is to improve.

15. **General** | *Emergency Preparedness Extension*

- ★ The EPC recommended Council adopt an ordinance or resolution that would require elected officials to take NIMS training every two years.

16. **General** | *Street Address Campaign*

- ★ Many homes in Brownsville are not properly addressed. It is the responsibility of the property owner, but the City's efforts to inform residents have not made any difference. Proper addresses are a critical component of public safety. A call for emergency services could result in tragedy if the responders cannot find the location to which they are called.

17. **General** | *Recycling Modernization Act (RMA)* 📝 ✱

- ★ The State Legislature passed this terrible Act that will drive up the costs of Solid Waste in the coming years. The City is working with Sweet Home Sanitation to ensure that the State regulatory nonsense is met.

18. **General** | *Natural Hazard Mitigation Plan (NHMP)* 📝 ✱

- ★ The Feds and State have teamed up to force municipalities to adopt a mitigation plan that will be impossible to afford or else lose their disaster relief. The only hope here is the U.S. Supreme Court's *Chevron* ruling in June 2024.

19. **General** | *Community Wildfire Protection Plan (CWPP)* 📝 ✱

- ★ The State Legislature passed nonsensical regulations attempting to force individuals to 'fireproof' private properties with heavy handed regulations. Council initially passed on this unfunded mandate but with the fires in California, the State will more than likely respond more forcefully soon. Did the ridiculous regulations save California? No. No they did not.

20. **General** | *Honor Veterans*

- ★ Create a Committee to work with the American Legion to display banners of Brownsville citizens who have served in the Armed Forces.

21. **General** | *Volunteer Recognition*



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- ★ Implement a quarterly recognition program that would highlight City volunteers, civic organizations volunteers, Central Linn's Student & Athlete of the Month, Pioneer Christian Academy. Participants could receive a certificate.

22. **General** | *Business Recognition*

- ★ Implement a quarterly recognition program that would highlight local business.

23. **Utilities** | *TMDL* ✪

- ★ The City could be forced to create a storm water utility. Changes were made to the five-year plan since the City has been deemed a Designated Management Agency (DMA). The total costs to implement the EPA's end-goal scenario could be upwards of \$20,000,000.

Findings & orders are binding requirements on governmental entities such as municipalities and counties to complete specified utility work. The City was under findings & orders to repair the City's sanitary sewer system in 2005 which led to the massive Public Works project in 2007. If the City did not comply, the Federal and State government could fine up to a certain amount per day the issue was not addressed.

24. **Utilities** | *Per- & Polyfluoroalkyl Substances*

- ★ The Feds continue to push this effort, which will soon become yet another unfunded mandate. The EPA contends that forever substances have leached into the public water supply causing human health concerns. The regulations forced a switch to plastic PVC water lines in the 1970's while still allowing cast iron pipes.

25. **Utilities** | *Lead & Copper Rule*

- ★ The Feds continue to require cities to remove pipes to comply with this EPA rule.

26. **Advocacy** | *Charter & Home Rule* ✪

- ★ Advocacy is needed to ensure local policy bodies such as Council have control over their local jurisdictions. Every legislative session the State presses forward on unfunded mandates and dictates what cities shall do in nearly all facets.

27. **Advocacy** | *Legislative Committees (LOC)*

- ★ Does Council want to attend or want Staff to volunteer for legislative committees through the League?

28. **Advocacy** | *Letter Writing Campaigns* ✪

- ★ There are going to be many key issues this legislative session and others in the future. Council must continue to improve at 'rallying the troops' on critical issues that impact the City and its taxpayers.

29. **Advocacy** | *Policy Advocacy Committee*

- ★ Council should consider bolstering the Legislative Advocacy & Policy Committee (LAPC) to assist with the task of tracking key bills through LOC that are being presented in Salem and Washington D.C. The City would then be ready to comment on issues relating to specific policies that impact on the City, the taxpayers, and the ratepayers.

**2025 Council Policy Planning Items****30. Advocacy | Camping | H.B 3115 Repeal** ✪

- ★ Monitoring the latest developments at the State to keep H.B. 3115 even though the U.S. Supreme Court ruled in favor of Grant Pass in their review in June 2024.

31. Advocacy | Recreational Immunity ✪

- ★ The City must be ever vigilant advocating for recreational immunity.

32. Advocacy | Tort Limits ✪

- ★ The City must be ever vigilant watching for changes to tort limits that affect the City's insurance and exposure.

33. Advocacy | Unfunded Mandates

- ★ The City could determine what their legal rights are in fighting back against these moves by the State and the Feds.

34. Advocacy | SMAC ✪

- ★ The City should continue to develop and grow this grass-roots organization.

35. Capital Improvements | Sidewalk Program

- ★ Sidewalks throughout town are in poor condition to non-existent. Council could consider what it would take to implement and complete a sidewalk program.

36. Capital Improvements | Kirk Avenue Paving (Main Street to Hunter Street)

- ★ Many have requested that the City make repairs to Kirk Avenue. Kirk Avenue is in poor shape and needs major work including the installation of proper storm drainage and moving existing utilities. Linn County Road Department provided the City with an estimate of \$2.2M in 2011 to complete the work; adjusted for inflation the cost is over \$3.1M. Creating a Local Improvement District (LID) would cost abutting property owners thousands of dollars extra each year on their taxes; at last calculation it would cost an average of \$48,000 per abutting property owner spread over ten years. The City could also choose to do a grind & overlay project, but this would be a temporary improvement. The estimated cost of a grind & overlay project would be \$700,000 to \$900,000. Self-funding this project would take years. Council could grind & overlay the pavement, but drainage and other issues would not be addressed.

37. Capital Improvements | Water & Sewer Projects ✪

- ★ The City is investing the addition of a Sewer Lagoon due to capacity issues. The project also includes a new treatment process switching to calcium thiosulfate for Dechlorination.
- ★ The City needs to begin planning for the upgrade to the WTP. The project includes adding more slow-sand filtration, UV or Ozone Disinfection System, a 1.8M gallon reservoir, and replacing several major waterlines. Projected cost is between \$6M and \$8.

38. Capital Improvements | Future Park Improvements ✪

- ★ The City has been planning to build a new playground but complication with the Rec Center Renovation project delayed the completion of the project. Total estimated cost is \$250,000.
- ★ The City has considered replacing the Pavilion that is over fifty years old. Total estimated cost is between \$600,000 & \$800,000.

**2025 Council Policy Planning Items****39. Capital Improvements | Calapooia Riverbank Repair**

- ★ The City has been through every scenario with the State & Feds on this project. The adjusted cost based on inflation is over \$3.1M.

40. Organizational | Partnerships ✱

- ★ Council has many agreements with various organizations including many local civic organizations who do a lot for Brownsville. Evaluate and review agreements as needed.

41. Organizational | Personnel

- ★ Continuing to develop Council and Staff relations through a variety of methods including special subcommittees, one-on-one meetings, organization meetings, regional meetings & involvement, League of Oregon Cities training courses, and other opportunities as they arise.

42. Organizational | Communication Plan

- ★ Develop a plan that allows for Council expression over the course of the year on a variety of topics and develop a process that honors and respects other members. Develop submission rules for materials. Perhaps implement a quarterly debate with invited guests. Call it 'People Hanging Out.' Pick timely topics and engage in an open debate format. Start a speaker's bureau to attend civic organizations annually as a check-in.

43. Organizational | Adopt New Official's Handbook

- ★ Council could review the Handbook to address Council meeting efficiency and changes that would help foster a better interactive process with the public. Redefine behavioral issues for membership and accountability to the organization.

44. Organizational | Social Media

- ★ Council should examine how to best deal with Social Media interactions.

Notes

Governor Kotek's four pillars continue to include, 1) Climate Change, 2) the Housing Crisis, 3) Homelessness, and 4) DEI. Recent United States Supreme Court decisions including a reversal of the Grants Pass ruling and the Chevron reversal should cause the State to reprioritize their efforts in at least two of these areas, but the State maintains defiant ambivalence to these and other Federal actions including the Trump's Administration's actions to remove DEI.

Climate Change | The State has implemented many climate goals that have done nothing more than created more unnecessary bureaucracy. Creating tax credits are just ways to move money to programs and agencies that are going to have no meaningful impact on this crisis.

Housing Crisis | The City has added over 120 homes without any public assistance. Most seem to be leaning into the idea that the public must build homes to 'solve' the housing crisis. The State is doing nothing about their regulations or requirements that drive up costs and stymie private investments in housing.

Homelessness Crisis | The State continues to 'solve' Homelessness while ignoring underlying causes and are aiding & perpetuating the underlying causes by willfully legalizing every illegal drug



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known to humankind. Mental Health has been ignored by the government at every level since the mid-1980's. In a recent speech, Representative Bonham said the State has \$3B on 3,300 citizens.

DEI | The State and most ancillary governmental agencies push DEI into their policies. The State will more than likely consider adopting language to codify these practices.

Ancillary Organizations | Ancillary organizations such as the Cascade West Council of Governments, League of Oregon Cities and City/County Insurance Services all rush to get the money or ally with the State on these policies. By taking this approach, they are knowingly aiding and abetting in usurping local authority. Knowing bills are going to be disastrous for cities or even seeing the terrible implementation of harmful laws, these organizations do nothing to protect the cities that pay their dues and use their services. They have the audacity to ensure compliance.

I have been quoted in the League of Oregon Cities survey's as saying, "Too many assets to take of and not enough resources to adequately keep pace. State & Federal regulations drive the cost of operating higher, while resources stay the same." I think it also important to note that many of the laws that are being passed and implemented are proven failures.

Council should be aware that the State is attempting to create a committee to study local revenue streams. It is easy to predict that this will be an absolute failure. They promise to look at Measure 5 and Measure 50 with the implied guise of changing it for the better. The State should look at repealing laws and programs that have proven to be ineffective along with other measures to cut spending. Sometimes the answer is not more money. It is important to note that the State never considers current debt levels of cities. They act like taxpayers and ratepayers are a never-ending source of money for whatever ideas they choose to make law.



2025-2026 Council Values

Council Vision Statement

The Brownsville City Council works collaboratively and effectively with each other, staff, and community partners to preserve the historic character and economic health of our town and to create a high quality of life for our citizens.

A Vision for Brownsville

For a tiny rural Oregon community, Brownsville has a huge presence. It is well known throughout the state for its friendly welcome and for being a safe, clean, and attractive town. It is clear that residents value its historic character and make special efforts to preserve and enhance it. Talk to business owners in the thriving north and south business areas and you will find that it is the creative working relationships between city government and private, county, state, and federal partners that sustain our economic health and well-being. Residents participate in Brownsville's inclusive process of growing and enhancing our high quality of life. Brownsville citizens care about healthy city finances, they expect infrastructure that delivers, and they elect a City Council that works for the benefit of the community. Public spaces are a vital part of Brownsville's sense of place; citizens' and city government's attention to the appearance and cleanliness of parks, streets, and neighborhoods adds to the town's livability.

Tag line

Brownsville: Where People Care, Business Thrives, and History Lives

Who we are?

Brownsville is a City that is proud of its past while constantly improving toward the future for the benefit of our citizens. We are a group of citizens that honor each other by carefully balancing the social contract (Brownsville Municipal Code) to keep peace and order. The Brownsville Municipal Code and Comprehensive Plan help define the role of the City. Organizational transparency is a focus of Council. Council is working closely with Staff, volunteers, civic organizations, appointed officials and the citizenry to execute identified goals and carry out the responsibilities of the City.

Brownsville has a tremendous sense of place and synergy between City Hall and our residents. Active citizens are the true strength of Brownsville as evidenced by the volunteers who give freely of themselves to provide many municipal functions and civic services. Many civic organizations implement their missions actively in our community which provides a quality of life and vibrancy that is uncommon. Community events are planned and designed to invite people into town to share what Brownsville has to offer.

Council recognizes that many civic organizations and the City government are working diligently on implementing organizational development concepts in order to more efficiently provide services. Council recognizes that we are in a transition period between an authoritative model and are collectively moving toward a new, participatory approach within the organization and throughout the community.

What do we want for Brownsville?

Brownsville should honor the past, maintain a healthy present and strive to assure a dynamic future by focusing on fundamental municipal services such as:



- | | |
|-------------------------|----------------------------|
| 1. Treasury Health | 7. Contract Administration |
| 2. Water | 8. Personnel |
| 3. Sewer | 9. Police Protection |
| 4. Capital Improvements | 10. Municipal Court |
| 5. Parks | 11. Library Services |
| 6. Streets | 12. Planning & Zoning |

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 represent Brownsville citizenry as well as City Staff.
- 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.
- Civil Rights Act of 1964.* The City creates an environment of equal access to opportunities for all individuals in Brownsville. The City is committed to equal access through Federal and State laws, but also through local practice principled in the elimination of bias and barriers that may exist in the community and from developing in the City's organization. Council shall continue to consider implications of new and past policies that may create unnecessary barriers for members of minority groups, women, veterans and vulnerable populations.

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 a few of those models:

THE PROCESS OF PROGRESS

1. Recognize & Identify
2. Accept & Agree
3. Strategize & Develop Action Steps



2025-2026 Council Values

- 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

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

**Acceptable
Conduct**
vs.
**Unacceptable
Conduct**



Goals 2023-2024

1. Focus on the Fundamentals.

- ★ *Protect & manage Brownsville's treasury.*
- ★ *Foster cooperative and productive relationships both internally & externally.*

2. Advocacy Plan.

- ★ *Create an advocacy committee charged with developing an advocacy strategy complete with written policy statements as an effort to participate in the State legislative process and in the Federal legislative process when appropriate.*
- ★ *Focus on home rule with other stakeholders, partnerships, and other regional efforts to strengthen City policy positions.*
- ★ *Monitor new laws, tort limits, and recreational immunity protections for local amenities.*

3. Capital Improvements Plan.

- ★ *Complete Rec Center Renovation project.*
- ★ *Complete the GR 12 Waterline extension.*
- ★ *Plan for new sewer lagoon along with operational improvements.*
- ★ *Plan for construction of new pavilion and relocation of the playground.*
- ★ *Analyze new TMDL plan.*

4. Community Development Plan.

- ★ *Refine Brownsville Municipal Code to better reflect actual practice.*
- ★ *Adopt building rules and standards to preserve and promote the historic aesthetic.*
- ★ *Continue the local & regional emergency preparedness efforts.*
- ★ *Support youth activities with community partners.*

5. Economic Development Plan.

- ★ *Participate in regional efforts and opportunities with partner cities.*
- ★ *Support and implement the Rural Economic Alliance's 5-year strategic plan.*
- ★ *Complete and implement the Land Use inventory.*

6. Water Rights.

- ★ *Explore possible additional water source options.*



- ★ *Continually work on monitoring and perfecting City water rights.*
- ★ *Implement the State required Water Management & Conservation Plan.*

7. Organizational Development.

- ★ *Review Council rules and policies.*
- ★ *Focus on Council leadership development & training.*
- ★ *Foster positive and effective working relations between Council and Staff.*
- ★ *Maximizing social media efforts to promote City projects and events.*
- ★ *Focus on recognizing volunteers, meeting training and procedures for all official boards & committees.*