

GOAL SETTING SESSION MINUTES  
SISTERS CITY COUNCIL  
520 E. CASCADE AVENUE  
FEBRUARY 09, 2008

**MEMBERS PRESENT:**

Brad Boyd	Mayor
Bill Merrill	Council President
Lon Kellstrom	Councilor
Sharlene Weed	Councilor
Shawna Bell	Councilor

**STAFF PRESENT:**

Eileen Stein	City Manager
Brad Grimm	Public Works Director
Lisa Young	Finance Director
Eric Porter	Planning Director
Kathy Nelson	City Recorder

**GUESTS:**

Maret Pajutee	Facilitator
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The meeting was called to order at 9:00 a.m. by Mayor Boyd.

I. Introduction and Agenda Overview

**Facilitator Maret Pajutee** introduced herself and provided an overview of the agenda for the day. As an introductory exercise, she distributed a self-assessment exercise addressing the 10 habits of highly effective councils. Each councilor completed the assessment.

II. Key Outcomes for the Day

**City Manager Eileen Stein** discussed the key outcomes for the goal setting session. She hoped by the end of the day, the following outcomes would be achieved:

- Strategic thinking about issues facing the City
- Self-assessment and suggested improvements on Council processes
- Understanding departmental operations, programs and projects, including 1) existing workload and desired workload "*If Left to My Own Devices*", and 2) non-discretionary and discretionary time
- 2008 goals or changes in priority on 2007 goals
- Discussion of budget adjustments for FY 07-08 and needs for FY 08-09

III. Discussion/Self Assessment

**Ms. Pajutee** presented a summary of the self-assessment exercise and facilitated the discussion about the findings. Discussion points included:

- Use of consensus for decision making. **Ms. Pajutee** discussed the difference between consensus and majority rule. There was discussion about the two decision making styles, and

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regardless the Mayor or City Manager are looking for at least consent from three or more Council members when determining whether direction is being given by the City Council.

- There was discussion about the Council's decision making process and whether some decisions were being made without all the facts being disclosed, and whether a valid assessment of a situation is being made before a decision is being asked of the Council.
- There was discussion about how strategic the Council's discussions and deliberations are. A suggestion was made to add into the Agenda Item Summary (AIS) a reference to a Comprehensive Plan goal if it is relevant. The **Council** concurred this addition to the AIS would be helpful.

#### IV. Department Presentations

Department directors presented an assessment of the state of their departments after a half-year on the job. The presentation included a discussion of existing workload and proposed workload "*If left to my own devices...*"

##### City Manager's Office highlights:

- Much emphasis on hiring and orienting new staff in 2007 and coordination of department activities
- Finding more time to refocus on community relations, public outreach, support for CCI
- Highlights for 2008: annexation election for WWTP property, city council elections, TSP update, intergovernmental coordination on response to steelhead reintroduction into Whychus Creek, Water Rights Management Plan, Sheriff's contract renewal

##### Planning and Community Development Department highlights:

- Responding to '64 concerned citizens' letter and customer service improvements
- Hiring Senior Planner for full departmental staffing
- Assessing department operations and services, 'emergency' fee update and modifications to the Development Code
- Highlights for 2008: Land use tracking system, converting paper files to electronic files and storage of planning files, 'non-emergency' review of planning fees and Development Code, continuing TSP and Housing Plan updates, Whychus Creek Restoration Plan, increase budget for overtime for Planning Technician for Planning Commission minutes transcription

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Finance and Administration Department highlights:

- All new staff in this department, learning processes and procedures, working on creating written procedures and documentation, completing employee files, creating forms, and in general responding to auditor suggestions to improve documentation
- Learning human resource and information technology functions, working on employee training in various areas including fraud, workers compensation, sexual harassment, ethics and discrimination, wellness and first aid
- Goals for the remainder of FY 07-08 include completing the budget book publication and uploading budget to City's website, establishing monthly and year-end closing procedures, cross-training staff on front counter basics
- Highlights for 2008: selection of new auditor, physical inventory of city assets by type and value, set new policy and procedures for utility accounts, accounts payable, cash receipting, fixed assets, short term financing, monthly and year end close, contracting and purchasing, telephone use, travel and per diem, performance bond, Identity Theft Protection Act, investment policy for city funds, new budget format, review methodology for spreading administrative costs, securing and archiving financial records, upgrade server and IT needs and staff training

Public Works Department highlights:

- Successfully endured staff changes and transition, focusing staff on cross-training, operational efficiency and safety awareness, and looking for opportunities to bring projects in-house
- PW integrally involved in the development process to review land use applications for infrastructure needs, planning on minor reorganization to convert one utility worker position to an engineering technician which will support field operations with good mapping thereby improving efficiency of field operations
- Highlight of projects underway: TSP update, evaluation of refuse operations, assessment of street conditions and street maintenance needs, PW standards and specifications update
- Highlights for 2008: finish Timber Creek Bridge and tie-in with Creekside, finish East Cascade re-alignment, GIS work on sewer mainlines and cleanouts, water meters and valves, effluent Reuse Plan for Lazy Z, backflow testing contract and parking district improvements

V. Discussion of Council Goals for FY 08-09

**Ms. Pajutee** invited the Council members to discuss their ideas and preferences for goals for 2008. There was discussion about the time period that was being addressed, whether items were goals or tasks, and how to incorporate new ideas with existing goals and projects already underway by staff.

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**Councilor Merrill**

- Road maintenance funding strategy
- Compliance with ADA for public streets and places: determine what requirements are
- ESA/HCP Coordination and Response

**Councilor Bell**

- Road Maintenance needs and funding strategy
- TSP implementation
- Parks plan update
- Public facilities plan
- Economic development opportunities/part time position
- Utility rate assessment – can rates be leveled out before asking for more

**Councilor Weed**

- Parks Plan and SDC update /Parks Commission
- Formula food, big box restrictions, industrial park standards incorporated into Development Code (non-emergency) update
- Art in Public Places program (Lake Oswego program)

**Councilor Kellstrom**

- Nothing additional, need to give some serious thought to what staff is already doing

**Mayor Boyd**

- ESA/HCP and Whychus Creek Restoration Plan
- Continue transformation into a professionally managed small city
- Energy conservation and utilization awareness – going ‘green’ in city operations

**Ms. Pajutee** summarized the four goals for 2007 and noted there were three remaining in the staff Project Status Report, as one had been completed (Creation of a Committee for Citizen Involvement.) She suggested listing the three remaining goals since they had not been completed, and adding to the list any new goals that are identified as a priority by Council. She suggested a dot exercise to do this prioritization. There was further discussion about those items that were identified by staff already and those that were new ideas or required budget consideration and the merits of keeping 2007 goals on the list. After discussion of the merits, the 2007 goals were kept on the list and it was understood that someone might vote for them as a means of communicating one’s desire not to add any more projects to staff’s workload.

The following projects emerged from the listing and dot exercise:

TSP Update – 6 dots

Forest Service – 4 dots

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Housing Plan – 2 dots  
EPA/HCP (fish project) – 3 dots  
Transform Sisters into a Professional and ADA compliant city – 1 dot  
Energy Conservation – 1 dot  
Parks Plan – 1 dot  
Public Facilities/ Public Needs – 1 dot  
Economic Development Opportunities – 1 dot

VI. Budget Status: Adjustments and Preview

**City Manager Stein** referenced the budget status memo prepared for the packet and asked for questions. There were questions about the operating report and the ending fund balance report. **Manager Stein** discussed the budget adjustments and preview of budget needs for FY 08-09. Discussion ensued about yard debris pick-up, code enforcement, ESA response, engineering technician, administrative support needs, computer network support needs, and public works equipment.

VII. Meeting Critique

**Ms. Pajutee** complimented the Council for its work today and acknowledged the goal setting prioritization was challenging. She suggested the Council consider a more classic strategic planning process and for the City Manager to provide information ahead of time about what is a goal and examples of how to use them. Other comments offered for the session included:

- Packet materials, especially the State of the Department, was helpful to get up to speed quickly.
- More formal strategic planning process with staff suggesting goal statements for Council consideration.
- Location, duration ( 9 to 3), packet, logistics, food were all excellent.
- Ms. Pajutee did a great job facilitating.

VIII. Adjourn

The meeting was adjourned at 3:00 p.m.

Respectfully submitted,

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Kathy Nelson, City Recorder

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Brad Boyd, Mayor