



**CORVALLIS  
CITY COUNCIL WORK SESSION  
AGENDA**

**February 22, 2011  
5:30 pm**

**Madison Avenue Meeting Room  
500 SW Madison Avenue**

**COUNCIL ACTION**

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**I. ROLL CALL**

**II. UNFINISHED BUSINESS**

A. 2011-2012 City Council Goal Setting

**III. ADJOURNMENT**

For the hearing impaired, a sign language interpreter can be provided with 48 hours' notice prior to the meeting. Please call 541-766-6901 or the Oregon Communications Relay Service at 7-1-1 to arrange for TTY services.

**A LARGE PRINT AGENDA CAN BE AVAILABLE BY CALLING 766-6901**

*A Community That Honors Diversity*

**\* \* \* M E M O R A N D U M \* \* \***

**FEBRUARY 15, 2011**

**TO: MAYOR AND CITY COUNCIL**

**FROM: JON S. NELSON, CITY MANAGER** 

**SUBJECT: 2011-2012 COUNCIL GOALS IMPLEMENTATION ANALYSIS**

**Background**

Attachment 1 is the most recent version of the 2011-2012 City Council goals. Similar to past years, you may want staff to format your approved goals under Vision 2020 Statement categories. Past discussions have been to present the 2011-2012 Council goals for adoption at the March 7, 2011 Council meeting, following your direction from the February 22, 2011 work session.

What follows is a restatement of the goals from your last goal setting session (the headings are mine), followed by staff feedback on status, resources, and support necessary to achieve success.

**NEXT STEPS / ANALYSIS**

**New Revenue Sources**

**Goal:** Broaden the City's revenue sources through identification and implementation of new sources of revenue. Initial review and report will present the City Council with at least three potential sources of significant revenue by October 2011 in order to support the 2012-2013 budget cycle.  
(2, 3, 6, 7, 8, 9)

**Staff Input (Finance):** This goal can be initiated with existing resources. Staff has already developed basic information about significant revenue alternatives. With staff developed updates to this information, Council can work on which alternatives they wish to explore further, which will set the future work plan and timeline. This assumes Council, versus a committee or task force, will be the body to initially review, select, and direct staff work on this goal.

**Locally Produced Food**

**Goal:** By December 2011, Council will hear and take action on recommendations to strengthen the access to and availability of locally-produced food, via policy, ordinance, and Land Development Code (LDC) changes. By December 2012, Council will have enacted the necessary code and policy changes to support those recommendations. (3, 6, 7, 8, 9)

**Staff Input (CD, PW, and P&R):** Planning staff is participating in the Healthy Communities project related to an examination of the impact of local policies, regulations, etc., on the production and availability of locally grown food. A report on this project is expected to be completed by the end of 2011. Potential Comprehensive Plan/LDC changes resulting from this report would need direction by Council and prioritized within the 2012 planning work program with other projects. The planning work program is constrained by very limited long-range planning staff capacity.

There is no capacity within the current Sustainability Program resources to facilitate a community-based initiative or project in an area other than energy or transportation.

Parks and Recreation entered a four-year partnership with Benton County Health Department in 2010 to improve opportunities for physical activity and access to affordable healthy foods for children and families specifically in South Corvallis. This partnership will:

- Develop a City-wide community garden master plan; staff resources have been dedicated.
- Increase Special Supplemental Nutrition Program for Women, Infants, and Children (WIC) and Supplemental Nutrition Assistance Program (SNAP) utilization for fresh, healthy food.
- Increase access to community gardens; currently no funding to construct or manage community gardens exist.

### Economic Development Workplan

Goal: With advice from the Economic Development Commission (EDC):

- By August 2011, determine the structure for coordinating economic development activities and City government roles in such.
- By January 2012, determine priorities and funding source for economic development.
- By December 2012, adopt funding source and begin implementing priorities.

(M, 1, 2, 4, 9)

Staff Input (CD): The EDC advice on these three identified activities will need to be factored into the EDC short and long term work program. EDC work program development will occur over the next couple of months. This goal may be pursued within existing Fiscal Years 2010-2011 and 2011-2012 staff resources, provided continuing budget support exists.

### Council Compensation Policy

Goal: By December 2011, Council shall develop/amend its policies with the intent of fostering a financially sustainable City budget by limiting year over year, total organizational increases in employee compensation, by percentage, to an amount no greater than the actual year over year percentage increase in City revenue. (1, 3, 8)

Staff Input (CMO): Council is already working on this in terms of direction to staff as we negotiate with Corvallis Police Officers Association (CPOA) and American Federation of State, County, and Municipal Employees (AFSCME).

Total compensation fits within the Council Compensation Policy 3.02, which is scheduled for review by October 2011. Total compensation is also driven by factors outside of the City's control, such as State law on public employee collective bargaining and the State retirement system.

The Policy currently states that compensation goals are addressed within the economic ability of the City to pay, reasonable limits on the costs to provide City services, and the budgetary restrictions established by Council. Wording from the 2011-2012 Council Goal could be added during policy review to create more specificity in what Council's standards are for these criteria. Such changes would not absolve the

City from its obligation to bargain with employee units as provided for in State law, nor protect the City from a binding arbitration decision outside of such standards. Such language could also guide the City Legislative Committee in advocating for or against legislation which is in conflict with such a standard, and guide staff in identifying options to meet the specific criteria such as health plan changes that reduce total plan costs. The policy then also guides the City's positions in collective bargaining.

This goal may be pursued within existing staff resources.

#### Oregon State University (OSU) Impacts Planning

Goal: By June 2011, Council shall develop an active and mutually responsive channel of communication and cooperation between OSU executive administration and elected Council Leadership with the aim of creating a plan to seize opportunities and avert avoidable conflicts including parking, etc., between the populations of OSU and the greater City of Corvallis. Meet at least quarterly and provide regular updates to Council. (M, 2, 4)

Staff Input (CMO and CD): As written, this goal has two parts. The first step in this goal is underway based upon a City/OSU Leadership meeting in January 2011, where staff was asked to develop and return to OSU/City Leadership in May with a preliminary work program framework recommendation tied to a timeline and resource needs. This work can be accomplished within existing resources.

Once the framework is established, the process to develop and implement the plan to address parking and many other issues such as transportation, infill design, housing density, and code enforcement is a multi-year effort estimated to require one plus FTE of dedicated staff time along with a similar commitment from OSU, and likely some consultant funding. On the City side, this will need to compete with other CD staffing obligations.

#### Vision 2020 Update

Goal: By December 2011, Council will take action on a recommended process and timeline for a targeted update of the 2020 Vision document, reflecting a new planning horizon of 2030. The update will be completed by the end of December 2012. (M)

Staff Input (CD): If Council supports staff (versus committee) in developing a suggested process and timeline for updating Vision 2020, it may be accomplished in calendar year 2011. The actual update will require prioritization within the 2011 or 2012 planning work program. The planning work program is constrained by very limited long-range planning staff capacity.

#### LDC Natural Features

Goal: By June 2011, Council shall direct CD to begin review of the LDC Natural Features chapters with the intent of significantly reducing "regulatory takings" unintended or otherwise. Special attention will be directed toward relief of "regulatory takings" impacting privately owned property continuously held by the same party since at least December 31, 2005. Council will take steps

necessary to provide resources for completion of this work using existing funds. Work to be completed by June 2012. (1)

Staff Input (CD): Current LDC provisions provide for a Minimum Assured Development Area (MADA) which addresses concerns about "regulatory takings." However, "regulatory relief" may be a desire of the Council. This would take prioritization within the planning work program relative to limited staff resources and other potential projects. Independent of this potential Council goal, staff plans to propose some natural features related code amendments with the next package of LDC amendments (along with several other items).

#### Policies, Procedures, and Boards Review

Goal: By December 2011, Council will complete a comprehensive review of City meeting policies and procedures focusing on Council, Boards and Commissions, with the aim of reducing the number of scheduled meetings and therefore City expenses and elected volunteers' time commitment. Said review will include consideration of sunset or consolidation of boards, commissions, and committees. (4)

Staff Input (CMO): Council policies and procedures are reviewed periodically according to the schedule listed at the end of each policy. Council always has the option of accelerating the review period, subject to other staff commitments. If interested in sunsetting or consolidating specific boards and commissions, the first step is a work session discussion as different boards and commissions have different stakeholders and one size will not fit all in terms of outreach, input, and implementation. Necessary staff resources are unknown at this point.

#### Sustainability (taking these two together)

Goals: Continue the internal progress on sustainability within City departments, and with community sustainability groups.

- Continue to receive monthly updates from the City and Sustainability Coalition, January through December 2011. (6)

Council will select the actions to be implemented with input from Council, City sustainability and department staff, and community sustainability. (7)

Staff Input (PW): These goals are accommodated within the City's existing sustainability program provided funding for staff support (1.625 FTE) continues.

4013

Attachment

c: Joseph Bailey  
Department Directors

**Business and  
Employer Services**

*Linn-Benton*  
COMMUNITY COLLEGE

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**Corvallis City Council**  
*Goal Setting 2011*

**Operating Agreements**

- ◆ Be prepared for the meetings
  - Written motions
  - Communicate with other councilors before the meeting to get clarification to minimize surprises.
- ◆ Behave respectfully in regards to other people's views
  - Don't question their motives
  - Respectful disagreement without personal attacks
- ◆ Mutual support: Recognize we are all on the same team, working together.
- ◆ Everyone has the opportunity to speak.
- ◆ People speak after being recognized by the mayor.
- ◆ Mayor should recognize everyone who wants to speak.

**Goals**

Broaden the city's revenue sources through identification and implementation of new sources of revenue. Initial review and report will present the city council with at least 3 potential sources of significant revenue by 10/11 in order to support the 2012-13 budget cycle. (2,3,6,7,8,9)

By 12/11, the Council will hear and take action on recommendations to strengthen the access to and availability of locally-produced food, via policy, ordinance and LDC changes. By 12/12, Council will have enacted the necessary code and policy changes to support those recommendations. (3,6,7,8,9)

With advice from EDC (M,1,2,4,9)

- By August 2011, determine the structure for coordinating ED activities and city government roles in such
- By 1/2012, determine priorities and a funding source for ED
- By 12/12 adopt funding source and begin implementing priorities.

By 12/11 the Council shall develop/amend its policies with the intent of fostering a financially sustainable City budget by limiting year over year, total organizational increases in employee compensation, by percentage, to an amount no greater than the actual year over year percentage increase in City revenue. (1,3,8)

By 6/011 the Council shall develop an active and mutually responsive channel of communication and cooperation between OSU executive administration and elected City Council Leadership with the aim of creating a plan to seize opportunities and avert avoidable conflicts including parking, etc., between the populations of OSU and the greater City of Corvallis. Meet at least quarterly and provide regular updates to Council. (M,2,4)

By 12/11, the Council will take action on a recommended process and timeline for a targeted update of the 2010 Vision document, reflecting a new planning horizon of 2030. The update will be completed by the end of 12/12. (M)

By 6/11 Council shall direct CD to begin review of LDC Natural Features chapters with the intent of significantly reducing "regulatory takings" unintended or otherwise. Special attention will be directed toward relief of "regulatory takings" impacting privately owned property continuously held by the same party since at least 12/31/05. City Council will take steps necessary to provide resources for completion of this work using existing funds. Work to be completed by June 2012. (1)

By 12/11, Council will complete a comprehensive review of City meeting policies and procedures focusing on Council, boards and commissions with the aim of reducing the number of scheduled meetings and therefore City expenses and elected volunteers' time commitment. Said review will include consideration of sunset of consolidation of board, commissions and committees. (4)

Continue the internal progress on sustainability within the City departments, and with community sustainability groups. (6)

- Continue to receive monthly updates from the City and Sustainability Coalition  
Jan-Dec. 2011

Council will select the actions to be implemented with input from the Council, City sustainability and department staff, and community sustainability. (7)

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# Corvallis City Council

## Goal Setting 2011-12

### Purpose

The purpose of these meetings is to establish the 2011-12 Corvallis City Council goals while using a fair process.

### Process

- The process will create an opportunity for councilors to be heard and understood.
- The staff will have an opportunity to present their understanding of the work required and the potential resources needed prior to the goals being voted upon.
- Each councilor will develop written goals prior to the goal setting session. These will be distributed to all the Council prior to the first goal setting session. Councilors are encouraged, prior to the goal setting session, to ask for clarification from other councilors. The written goals will follow the SMARTS format:
  - Specific
  - Measurable (Can it be measured? What is the measurement of attainment?)
  - Achievable (Is it achievable by the City within the timeframe you are suggesting?)
  - Relevant (Is it relevant to the work of the City?)

- Time-bound (When will it be accomplished?)
- Stretch (Is it a positive stretch for the City?)

Councilors may have concepts, general directions, and ideas that do not fit the SMARTS profile. They can be written down and preserved. However, the focus will be on SMARTS goals.

The 2020 Vision may be used as a guide. Goals that are outside the 2020 Vision will also be considered.

Joseph will facilitate the meetings based on the operating guidelines established at the teambuilding session.

### **Goal Setting Session #1**

Each person will verbally present their goals

- Each Council member will get 4 minutes to present their goals (Each person has sent to the goals to all members prior to the meeting to give others time to read and think about them.)
- Each member will have 3 minutes to respond to questions.

Goals will be voted on. Each person will get three votes and two of the votes must be on goals of other Councilors and you may not place more than one vote on a goal.

The top 10 will move forward to the staff for research. The staff will report back to the Council prior to the second goal setting session. This will allow all members to think about and discuss the goals.

### **Goal Setting Session #2**

The ten goals will be posted and the staff will be available to answer questions as it relates to the goals.

Open discussion between the Council about the goals.

Voting on the goals, the top vote getters will move forward for adoption.

- Each Council member gets 3 votes and two of the votes must be on goals generated by other members.

Discussion by Council Leadership and Jon about next steps.