

CITY OF TOLEDO 2024-2025 GOAL SETTING



WHAT ARE GOALS?

- ▶ They are an endpoint, accomplishment or target an entity wants to achieve, either in the short or long term.
- ▶ They take many different forms:
 - ▶ Aspirational
 - ▶ Motivational
 - ▶ Specific
- ▶ Most importantly, they are S.M.A.R.T.



GOALS VS OBJECTIVES

- ▶ Goals and objectives are closely related, and the terms are often times interchangeable.
 - ▶ However, they are two different things:
 - ▶ Goals represent the direction in which we intend to go and define what we want to achieve.
 - ▶ Objectives specify the methods and paths that can help achieve a goal.



ELEMENTS OF A GOAL? (SMART)

- ▶ **S**pecific.
 - ▶ The goal should be identified.
- ▶ **M**easurable.
 - ▶ There should be some metric -- such as a percentage -- to measure progress.
- ▶ **A**chievable.
 - ▶ There should be some expectation that the goal is achievable, even if it is a difficult task.
- ▶ **R**elevant.
 - ▶ A goal should be relevant to our operations and align with our plan.
- ▶ **T**ime.
 - ▶ The goal should be achieved in a certain amount of time.



GOALS 2023-2024

- ▶ Complete a strategic plan to help guide city investment of financial and staff resources.
- ▶ Keep the community informed about Council and City activities through outreach and diverse methods.
- ▶ Encourage economic development by supporting business investment and working to secure grants for projects such as commercial rehabilitation.
- ▶ Improve emergency preparedness.
- ▶ Promote development of housing through programs such as rehabilitation loans, non-profit projects, and lower barriers for private development.
- ▶ Continue to maintain and improve public infrastructure and facilities.
- ▶ Make progress toward financing and completing the Toledo Public Safety Building.
- ▶ The City of Toledo values its employees and citizens. Our goal is to recruit and retain a diverse set of professional, dedicated employees who will provide superior customer service to our community.

HOW HAVE WE DONE SO FAR?

- ▶ Goal #1:
 - ▶ Complete a strategic plan to help guide city investment of financial and staff resources.
 - ▶ Resolution No. 1508, a resolution establishing a policy related to the spending of Strategic Investment Program revenue.



HOW HAVE WE DONE SO FAR?

- ▶ Goal #2:
 - ▶ Keep the community informed about Council and City activities through outreach and diverse methods.
 - ▶ RARE position application – denied in 2023 when Katy Finished.



HOW HAVE WE DONE SO FAR?

- ▶ Goal #3:
 - ▶ Encourage economic development by supporting business investment and working to secure grants for projects such as commercial rehabilitation.
 - ▶ Resolution No, 1524, a resolution of the Toledo City Council determining the building located at 160 N. Main Street, Toledo, Oregon, is no longer a dangerous building, and repealing Resolution No. 1480.



HOW HAVE WE DONE SO FAR?

- ▶ Goal #4:
 - ▶ Improve emergency preparedness.
 - ▶ Ordinance 1414 to amend part of Chapter 8.20.30, fire prevention code.
 - ▶ Resolution No 1531, accepting and receiving grant funds from the Oregon State Fire Marshall for wildfire response.

EMERGENCY PREPAREDNESS



MAKE A PLAN



BUILD A KIT



BE INFORMED

HOW HAVE WE DONE SO FAR?

- ▶ Goal #5:
 - ▶ Promote development of housing through programs such as rehabilitation loans, non-profit projects, and lower barriers for private development.
 - ▶ Rehabilitation loan/grant program through URD



HOW HAVE WE DONE SO FAR?

- ▶ Goal #6:
 - ▶ Continue to maintain and improve public infrastructure and facilities.
 - ▶ Resolution No. 1518, calling a measure election of contracting a general obligation bonded indebtedness in an aggregate principal amount not to exceed \$3,650,000 to finance capital costs.
 - ▶ Phase 2 of Mill Creek water line.
 - ▶ Sewer pipe lining.
 - ▶ Resolution No. 1537, authorizing the City to participate in a PFAS class action litigation.
 - ▶ Purchase of Chlorine Generator.
 - ▶ Memorandum of agreement with pool district for building of rec center.
 - ▶ Pavement Improvements on 3rd Street.
 - ▶ Fir Street reconstruction project.
 - ▶ Purchase of 2 pickups this year.
 - ▶ Drinking water protection plan.



HOW HAVE WE DONE SO FAR?

- ▶ Goal #7:
 - ▶ Make progress toward financing and completing the Toledo Public Safety Building.
 - ▶ Bond election for expenses to remodel the Public Safety Building – failed the vote.
 - ▶ Using general fund dollars the first stage of remodeling has been contracted.



HOW HAVE WE DONE SO FAR?

- ▶ Goal #8:

- ▶ The City of Toledo values its employees and citizens. Our goal is to recruit and retain a diverse set of professional, dedicated employees who will provide superior customer service to our community.

- ▶ Revisions to job descriptions.
- ▶ Ramped up advertising for employment.
- ▶ Revisions to employee handbook underway.
- ▶ Revisions to management handbook underway.



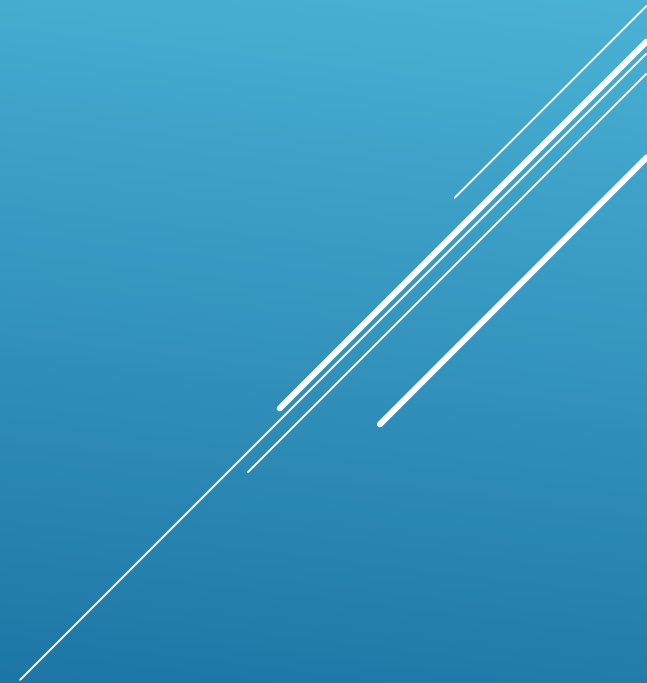
BREAK TIME



DEPARTMENT HEAD GOALS

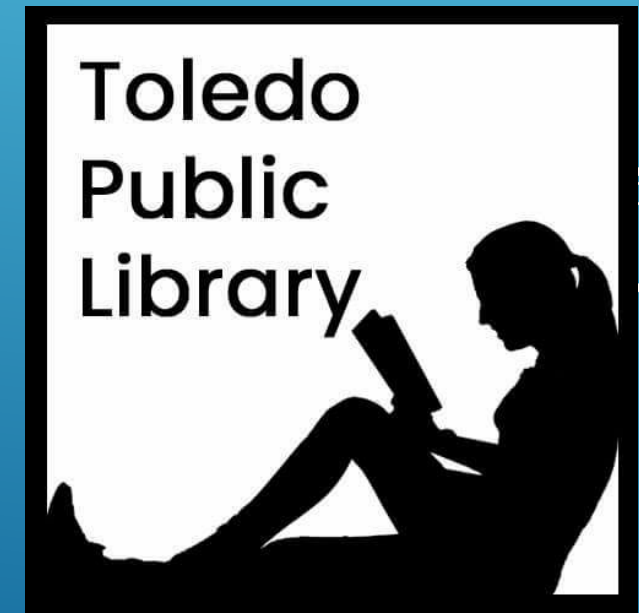


LIBRARY GOALS



LIBRARY – DEBORAH TRUSTY

- ▶ **Hire a Part-time Bilingual Adult Outreach position.**
 - ▶ **We would like to have this position in place for spring and summer programs. We want to create a position that will attract the best applicants for the job and best serves the community**
 - ▶ **Cost: Salary**
- ▶ **Increase our circulation by 10%. To do so we will:**
 - ▶ **Build an Outreach Action Plan**
 - ▶ **Cost: Time**
 - ▶ **Increase Marketing**
 - ▶ **Cost: \$2,000**
 - ▶ **Purchase tablets to increase both digital and physical circulation.**
 - ▶ **Cost: \$845**
 - ▶ **Expand our Library of Things**
 - ▶ **Cost: Varies by item**
 - ▶ **Improve and expand our partnerships and evaluation processes.**
 - ▶ **Cost: Time**
- ▶ **Create meaningful connections with all our patrons.**
 - ▶ **Cost: time**
- ▶ **Continue to grow the collection with diverse books for children through adults.**
 - ▶ **Actively seek books and materials that represent all people and cultures.**
 - ▶ **Cost: \$28,000 (our current books and materials budget)**



IT IMPROVEMENTS 2024

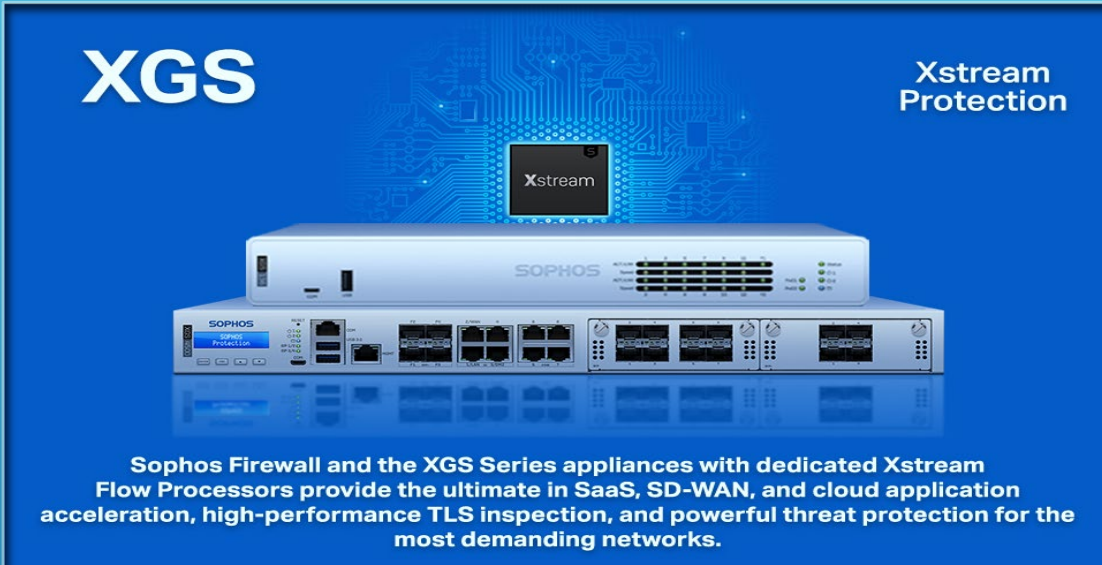
NEEDS

WANTS

PLANS



FIREWALL UPGRADE & NEW VIRTUAL HOST



XGS Xstream Protection

SOPHOS

SOPHOS

Sophos Firewall and the XGS Series appliances with dedicated Xstream Flow Processors provide the ultimate in SaaS, SD-WAN, and cloud application acceleration, high-performance TLS inspection, and powerful threat protection for the most demanding networks.

- Security
- Compliance
- Reliability

~ \$3000



- 3rd of a planned 3
- Flexibility
- Storage Space
- Performance

~ \$12000

MS 365 UPGRADE



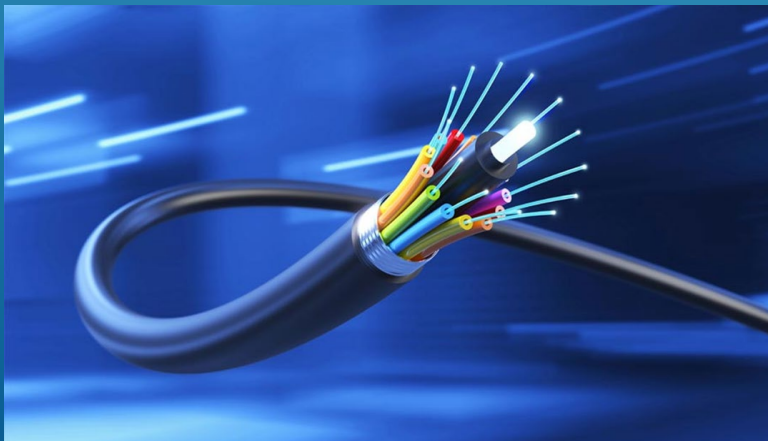
- FUTURE PROOF
 - LOW PRICE OF ENTRY
 - FLEXIBILITY
- ~ \$7000/yr

STRETCH GOALS FOR THE FUTURE



NEW BACKUP SYSTEM

- Disaster Recovery
- Reduced downtime
- Peace of Mind



FIBER INSTALLS

- Public Safety Building
- City Shops
- Water Treatment
- Waste Water Treatment

Toledo Fire
2024-2025 Budget

TOLEDO
FIRE & RESCUE
STATION 41



TOLEDO FIRE 2024-2025 BUDGET GOAL SETTING

- ▶ Building updates
 - ▶ Front pond area
 - ▶ Back side of the building.
 - ▶ Increase our open house events.
 - ▶ Improve recruiting and increase retention.
- ▶ Training Site improvement's.
 - ▶ Footprint is established

Establish our call billing for response.



FRONT AREA IN 2006 WE FINISHED THE GARDEN

LAMP POSTS



THE FIRST OF OUR 24/25 GOALS IS TO REFURB THE EXTERIOR OF THE FIRE STATION.

- ▶ Beginning with reworking the pond and river in front of the station. In 2006 we started the wall and ground work finishing in what you see today. The river and pond have become a bit of a maintenance issue with leaks and past freezes. We would like to remove the pond and river and then prep it for smoothing out and placing tables. The lower greenery will stay but be thinned out for easier maintenance and a path. Also in this area was a lamp post that was damaged and removed some years back. Power is still there so replace a light and power to the area. This area will be used as a picnic out door use area. Historically we had department BBQs a few times a year and we just haven't got back to that following the covid times. Regarding an open house and public attendance the pond area is an eye sore and has some risk with the abended water feature.
- ▶ On the North side of the building was another lamp post that was damaged in the same storm and just never fixed. The post and power remains but the top with the light assembly is gone. I would like a light back in the area for safety and security.
- ▶ On the Back side of the station along the trees is on long patch of ground that has never been paved, 47x16ft. Paving this would help with cleaning the pine needles and smooth out walking through the area. Currently the area is 2 inches deep in pine needles and has a rock base. This time of year it is a mold issue holding moisture against the building and in the summer a fire concern with the dry needles. Also right now we have no working lights on this side of the building. Repair what we have and add a couple more.

City of Toledo – Toledo Volunteer Fire Department Training Site



Intersection of SE Fir St and
Tenth St

Partnerships

Georgia Pacific

OSFM/Lincoln County FIT
Fire investigation team

Lincoln County Technical
Rope Rescue Team

Contributors:

DPSST

NOAA

City of Toledo – Toledo Volunteer Fire Department Training Site

The training site will house our confined space prop, a live fire prop, and firefighter survival props. This training site will allow for multiple agencies to train in a preset training environment, which enhances safety during training.

National Oceanic Atmospheric Administration (NOAA) donated 2- 40' and 3 – 20' conex boxes for our training site. These will be incorporated into the live fire prop and firefighter survival props. The Department of Public Safety Standards and Training (DPSST) gave the Fire Department funding for site development. Georgia Pacific is providing labor and equipment for site development. The requested funding from the City of Toledo will go towards continued site development.

The continued site development need is for the main portion to be graveled to hold the weight of the conex boxes and apparatus. In order to achieve this, it will require approximately a 6-10" base of rock, then filler rock. The flat main portion is 11,000 sq. ft. There is an approximate 30-degree slope/embankment on two sides of the main portion that will need to be shored up to prevent erosion. The conex boxes will need to be painted, to assist in them blending in the environment.

Once the site development is complete then funding from the City of Toledo Fire Department annual budget, East Lincoln County Emergency Responders, and Oregon State Fire Marshal's will be used to get each prop set up. Each conex box will need to have minor welding to assure structural stability. Then using lumber, the inner corridors will be built.

Once completed the training site will be shared with Toledo Fire Department, Georgia Pacific Emergency Response Team, Lincoln County Technical Rope Rescue Team, and Lincoln County Fire Investigation Team.

DEVELOP OUR BILLING PLAN FOR ACCIDENT RESPONSE

- ▶ Investigate what other agency's are using and how its working for them
- ▶ Align our codes in the city to match our billing rate.

Train our staff and volunteers on how to get the information and turn it in.



BREAK TIME



TOLEDO POLICE DEPARTMENT

Proposed goals for 2024-2024 Fiscal year

PROPOSED GOALS

- ▶ Leased Cars




- ▶ Retention of Employees




- ▶ Hiring



LEASED CARS

- ▶ Assigning a vehicle per officer allows to faster response time.
 - ▶ Take home cars are an incentive that the city can afford
- 

RETENTION OF EMPLOYEES

- ▶ It takes
 - ▶ 32 weeks from hire to release an officer to solo status
 - ▶ 19 weeks from hire to release a dispatcher to solo status
 - ▶ Increase the amount of steps in the salary range.
 - ▶ Most staff members leave when they reach step 6. No more pay incentive to stay.
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted upwards from left to right, located in the bottom right corner of the slide.

HIRING NEW EMPLOYEES

- ▶ It takes
 - ▶ 32 weeks from hire to release an officer to solo status
 - ▶ 19 weeks from hire to release a dispatcher to solo status
 - ▶ Need to make this place appealing to new employees
 - ▶ Incentives
 - ▶ Marketing
- 
- A decorative graphic consisting of several parallel white lines of varying lengths, slanted upwards from left to right, located in the bottom right corner of the slide.

A FEW PUBLIC WORKS GOALS AND
IMPROVEMENTS AND PLANNING DEPARTMENT
GOALS FOR 2024....





SE 10th Street from East Slope Park to SE Sturdevant Road is in dire need of attention. The amount of truck traffic added to residential travel has deteriorated the roadway, causing cracking, pitting and immense potholes. I would like to do a 3" grind-down and have 3" of asphalt replaced. I believe this is a necessity.



SE 10TH ST. CONTINUED.. ~\$50,000

NW ELIZABETH STREET IS ONE I FEEL NEEDS PAVED FOR THE SIMPLE FACT THAT IT HAS BEEN AN ISSUE FOR EMERGENCY VEHICLES TO MAKE IT DOWN AND BACK OUT SAFELY WHEN CALLED TO DUTY. IF NOT FOR THE SAFETY OF THE FOLKS ON THE ROAD, THEN FOR THAT OF OUR FIRST RESPONDERS... MAINTENANCE COST WOULD BE MINIMAL AFTER PAVING.
~\$10,000



THE RAILROAD CROSSING ON BUTLER BRIDGE ROAD DOWN FROM GP'S GATE 3, NEEDS TO HAVE THE ASPHALT REMOVED AND A NEW APPROACH LAID. THIS ONGOING ISSUE CAN LEAD TO VEHICLE DAMAGE AND A SAFETY ISSUE FOR BICYCLISTS AND MOTORCYCLE TRAFFIC ALIKE. THIS WILL BE EXECUTED WITH ASSISTANCE FROM P&W RAILROAD, AND ROAD AND DRIVEWAY, ALONG WITH COORDINATION WITH GP, TO MINIMIZE EFFECT TO THEIR OPERATIONS. ~\$24,000



WESTWOOD STREET IS IN NEED OF A FACELIFT. THERE IS SUNKEN GRADE IN VARIOUS PARTS OF THE ROADWAY, CRACKS AND SEPARATIONS IN THE ASPHALT THAT NEED ADDRESSED....



WESTWOOD CONTINUED.



SE FIR ST. FROM SE 7TH ST. TO SE 10TH ST. SHE NEEDS AN ENTIRE FACELIFT. THIS STREET HAS ENDURED A PLETHORA OF WATER LINE BREAKS ON THE 6" AC LINE THAT HAS DESTROYED THE ASPHALT, GRAVEL AND GRADE BELOW. IT HAS ALSO CAUSED THE ASPHALT TO LIFT, CREATING A RAMP THAT DISPLACES WATER TO RESIDENCES IN THE AREA, ULTIMATELY FLOODING AND DOING DAMAGE TO THEIR HOUSES. WE WOULD WANT TO ELIMINATE THE 6" AC LINE AND UPGRADE THE 12" AC LINE THAT RUNS PARALLEL TO IT. THE 12" AC LINE WILL BE REPLACE WITH A 12" HDPE AND WILL ADOPT THE SERVICE LINES FROM THE 6" AC.



SE FIR STREET CONTINUED...



SE 3RD STREET OFF OF SE ELDER. THE SLOPE OF THE APPROACH WITH WATER RUN-OFF, DISPLACES THE GRAVEL WHICH CREATES POTHOLES AMONGST OTHER ISSUES. THIS WOULD BE ANOTHER ONE OF THE “LESS OF A HEADACHE” AND LOWER MAINTENANCE COSTS IF PAVED.



BRANSTETTER PARK COULD USE AN UPDATE/UPGRADE. THE CHILDREN OF OUR COMMUNITY DESERVE AN UPGRADE/IMPROVEMENT.





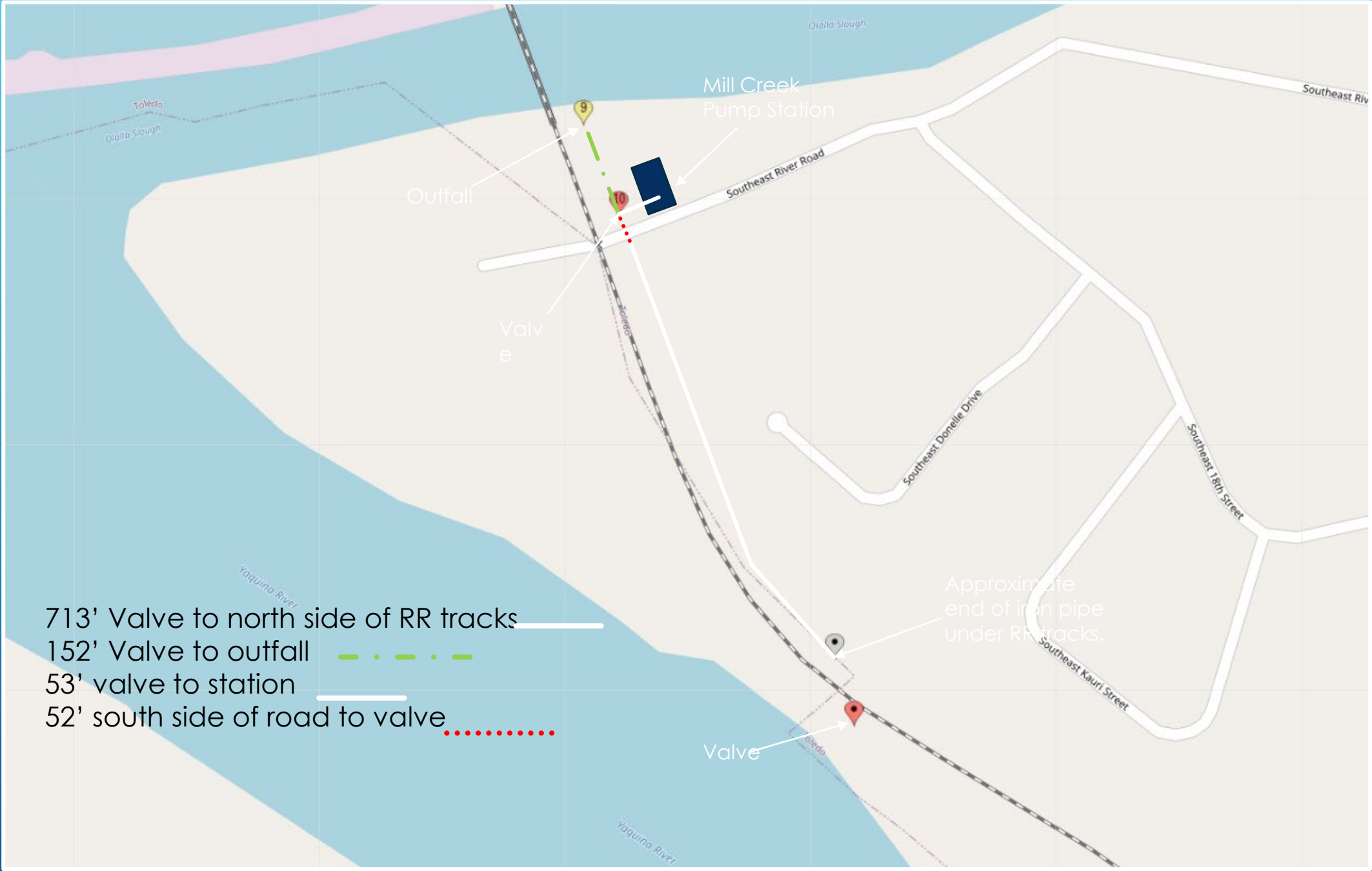


YAQUINA PARK COULD USE SOME
MORE FLAIR!

MILL CREEK LINE REPLACEMENT: PHASE 1A PIPE BURSTING FROM RAILROAD CROSSING

VALVE @ STEDCO (SILETZ TRIBAL PROPERTY) TO MILL CREEK PUMP STATION ON RIVER ROAD. THIS WOULD BE A LESS DISTURBING ACTION TO REMEDY THE WATER LINE BREAKS BETWEEN THE TWO POINTS, WHICH WOULD COMPLETE THIS PHASE OF MILL CREEK WATER LINE IMPROVEMENT/REPLACEMENT THAT HAD BEEN PLANNED.

THIS PROCESS INVOLVES WAY LESS DISRUPTION TO THE WATER- WAY, RAILROAD INFRASTRUCTURE AND GROUND STABILITY IN THE AREA NEEDING REPLACEMENT. THE ALTERNATIVE WOULD ENTAIL MORE ENGINEERING, PERMITTING OF VARIOUS SORTS THROUGH THE RAILROAD AND DEQ, EXTRA SAFETY PRECAUTIONS AND \$\$\$\$\$. – WAITING TO HEAR BACK FROM SEVERAL COMPANIES WHO SPECIALIZE IN “PIPE-BURSTING”.



- 713' Valve to north side of RR tracks _____
- 152' Valve to outfall - - - - -
- 53' valve to station _____
- 52' south side of road to valve

Approximate end of iron pipe under RR tracks.

Valve



1 S "

PLANNING

The Planning Department focuses on development through long-range and current planning needs. It prepares and maintains policy guidelines and reviews and processes various land use applications.

Planning Projects and Goals for the 2024-2025 FY:

- Land Division Ordinance (TMC Chapter 16) Revisions

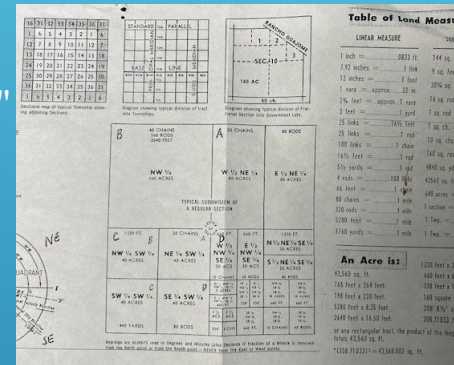
In Oregon, land divisions occur in one of two forms; either a "partition" or a "subdivision." The distinction is important, and often comes into play in the approval process. When you partition land, you create three or fewer new units of land, called "parcels." When you subdivide land, you create four or more new units out of it, called "lots."

- Land Use Procedures Ordinance (TMC Chapter 19) Revisions

- Yaquina Bay Estuary Management Plan Adoption with associated Comp Plan/Zoning Ordinance Amendments

Lincoln County, in partnership with the Cities of Toledo and Newport, have been working to update the estuary management plan (EMP) for Yaquina Bay. The current Plan was written in 1982.

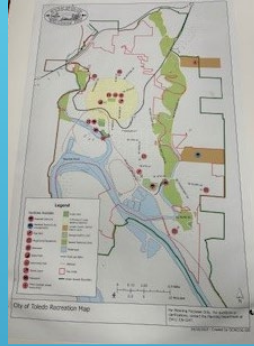
The update is needed in order to ensure that decisions about managing estuarine resources are based on the best available information, maps, and understanding of how estuaries fit into communities.



Planning Projects and Goals for the 2024-2025 FY:

- **Parks Master Plan**

The City of Toledo doesn't have one, but would guide future park development, and be used to obtain grants. Community members and others interested in park development are invited to comment at each stage of the process.



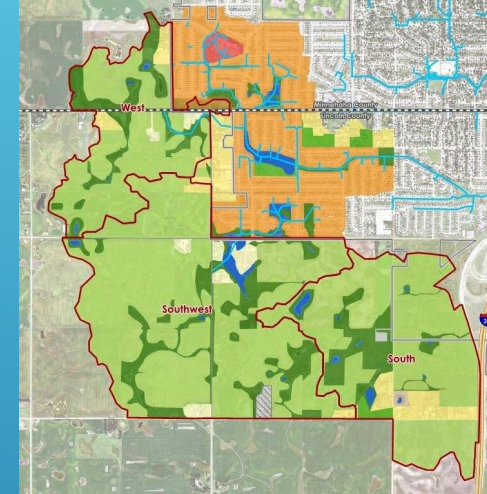
- **Stormwater Master Plan**

Inherent within the planning process is the need to plan for the infrastructure necessary to achieve that vision. The planning process typically includes provisions for transportation infrastructure.

Other infrastructure, including storm water management, can be overlooked. However, much of the work that planners perform has a direct relationship with storm water management: influencing the amount of runoff and where the major runoff corridors exist.

- Olalla Meadows Wetland Delineation Study and Infrastructure Improvements
- Pedestrian trail, linking East Slope Road, Sturdevant Road, and Toledo Elementary School
- Begin System Development Charge (SDC) update

After adoption of storm water and parks master Plans, and possible amendments to adopted water and sewer plans, can hire a consultant to update SDC methodology.



Some projects completed internally, some with specialized assistance. Used as a grant match as much as possible, Planning Department would request \$100,000 for projects.

FINANCE DEPARTMENT

Goals – Fiscal year 2024-2025

Process
Improvement

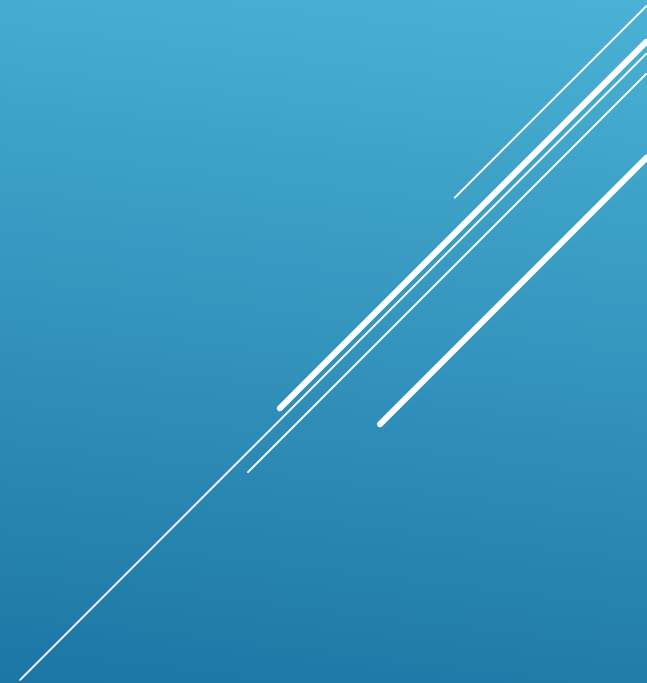
Leverage
Technology

Develop
Financial Policies

KEY FOCUSES



PROCESS IMPROVEMENT



- ▶ Process improvement in finance and accounting focuses on enhancing the efficiency of the various financial processes within an organization. These improvements can be achieved through a combination of technology, automation, standardization, and optimization of workflows.
- ▶ The main objectives of finance process improvement are to reduce errors, increase processing speed, lower costs, and ultimately, better support decision-making for the City of Toledo.

PROCESS IMPROVEMENT

PROCESS IMPROVEMENT

CURRENT CHALLENGES



- Manual, labor-intensive processes that are prone to errors and inconsistencies
- Slow processing times for critical tasks, such as financial reporting and month-end close
- High costs associated with inefficient processes and resources
- Difficulty in maintaining compliance with ever-changing regulations and standards

PROCESS IMPROVEMENT

IMPLEMENTATION STRATEGIES

- Analyze Finance Processes
- Involve Your Team
- Embrace Automation
- Leverage Technology



LEVERAGE TECHNOLOGY

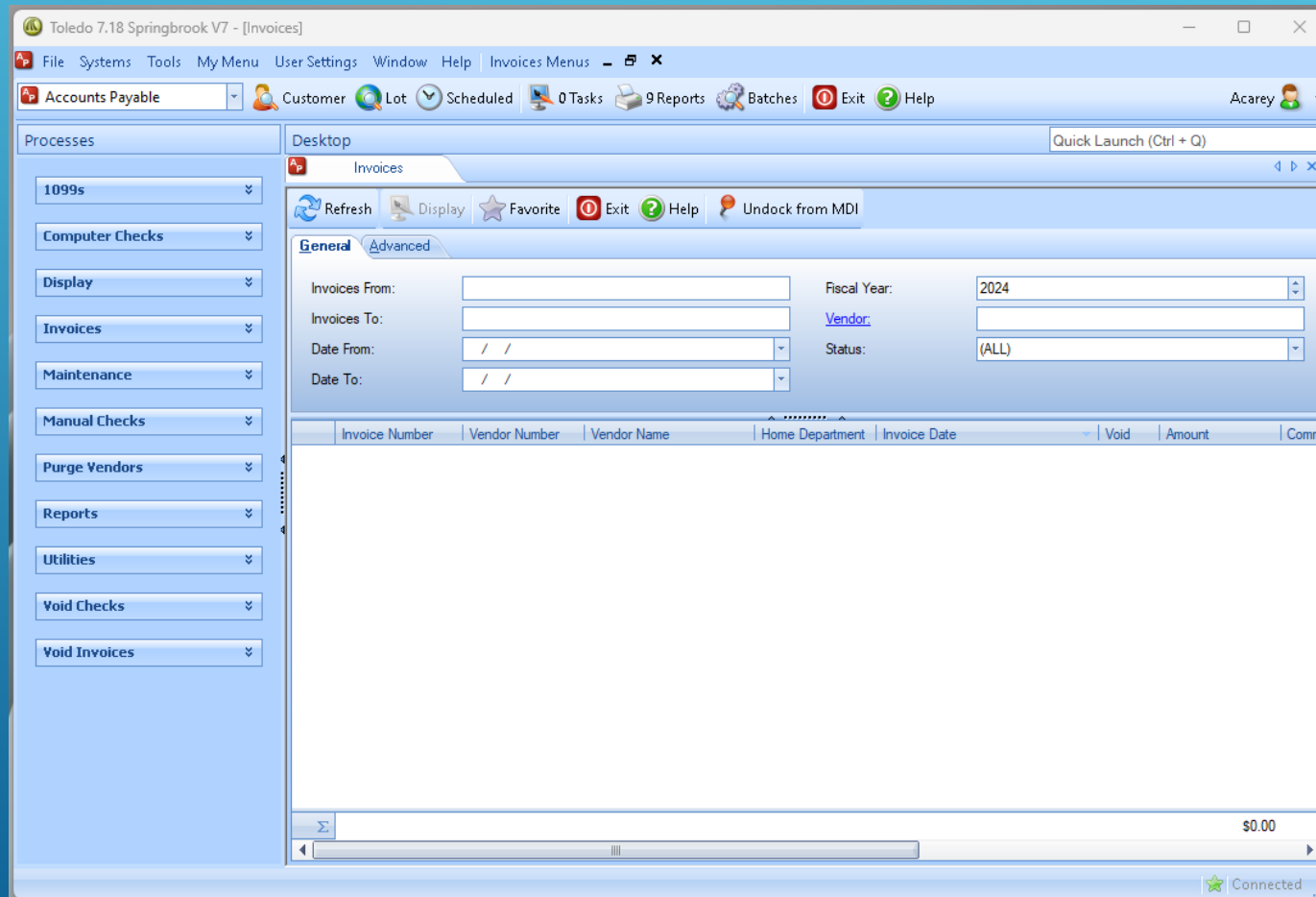


- ▶ Updating our software system to standardize finance processes will lead to better overall performance and reduced errors.
- ▶ Implementing identified process improvement strategies with updated financial software will greatly enhance the efficiency, accuracy, and security of the City's financial functions.
- ▶ By leveraging technology we can streamline processes, reduce costs, and ensure better decision-making.

LEVERAGE TECHNOLOGY

Leverage Technology

Upgrade Springbrook Financial Software – FY 2024-2025



Designed with government input for finance department needs



Eliminate manual entry

Automate recurring invoices, bank reconciliation, automated clearing house and full life cycle management of fixed assets.



Intuitive Dashboard

Fully customizable, user-friendly dashboard with one stop shopping for approvals and must-dos.



Maximum transparency

Real time data access for stakeholders and a powerful mobile app.



Trust but verify

Internal control and audit trails to track and protect your valuable data.



Templates for you

Built-in report templates with customizable filters. Advanced reporting tools can automate and schedule reports



Fully integrated

With the entire Springbrook Cirrus ERP.

LEVERAGE TECHNOLOGY



The image features a central diagram for the Springbrook Cirrus Cloud Financial Suite. At the center is a white circle with the text "Springbrook Cirrus". Surrounding this are eight colored segments, each with an icon and a label: "Finance Suite" (blue), "Tax Collection" (purple), "Payments Solutions" (pink), "Tableau Reporting & Analytics" (red), "Advanced Capital Budgeting" (orange), "HR/Payroll Employee Self Service" (green), "Utility Billing" (light green), and "Employees" (dark blue). To the right of the diagram is a dark blue circle with an icon of a person and the label "Citizens". Below the diagram, the text "Springbrook" is written in a large, bold, dark blue font, with "Cirrus Cloud Financial Suite" in a smaller, white font underneath. To the right of the diagram is a computer monitor displaying a software dashboard with various charts, including a line graph, a pie chart, and a bar chart, all set against a background of a blue sky with clouds.

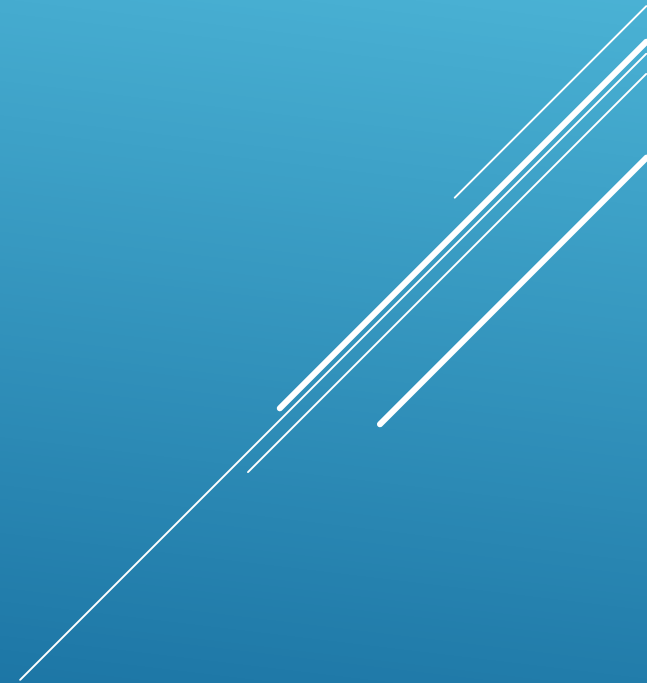
Springbrook

Cirrus Cloud Financial Suite

LEVERAGE TECHNOLOGY

UPGRADE SPRINGBROOK FINANCIAL SOFTWARE – FY 2024-2025

DEVELOP FINANCIAL POLICIES



- ▶ Institutionalize good financial management practices. Formal policies usually outlive their creators, promoting stability and continuity. They also prevent the need to re-invent responses to recurring issues.
- ▶ Clarify strategic intent for financial management. Financial policies define a shared understanding of how the City will develop its financial practices and manage its resources.
- ▶ Promote long-term and strategic thinking. The strategic intent articulated by many financial policies necessarily demands a long-term perspective.
- ▶ Manage risks to financial condition. A key component of governance accountability is not to incur excessive risk in the pursuit of public goals.

DEVELOP FINANCIAL POLICIES

- ▶ General Fund Reserves / Reserves in Other Funds
 - ▶ Policies governing the amount of resources to be held in reserve, and conditions under which reserves can be used
- ▶ Debt
 - ▶ Policies that govern the use of government debt, including permissible debt instruments, conditions under which debt may be used, allowable levels of debt, and compliance with continuing disclosure requirements
- ▶ Investment
 - ▶ Policies that provide guidance on the investment of public funds, including permissible investment instruments, standards of care for invested funds, and the role of staff and professional advisors in the investment program

DEVELOP FINANCIAL POLICIES

BASIC FINANCIAL POLICY CATEGORIES

- ▶ Risk Management and Internal Controls
 - ▶ Policies that address traditional views of risk management and internal control, as well as more modern concepts of “enterprise risk management”
- ▶ Procurement
 - ▶ Policies that are essential for adoption by a governing body in order to encourage efficient, effective and fair public procurement
- ▶ Long-term Financial Planning
 - ▶ A policy that commits the City to taking a long-term approach to financial health

DEVELOP FINANCIAL POLICIES

BASIC FINANCIAL POLICY CATEGORIES CONTINUED....

QUESTIONS?



ADMINISTRATION/ CITY RECORDER GOALS

- **Goal:** Improve civic engagement and transparency through a comprehensive community outreach program, fostering open communication, educating residents about government initiatives, and actively involving diverse community members in decision-making processes for effective local governance.
- **Goal:** Records Management – Enhance the City's records management program by refining the retention and disposition processes of vital and relevant records. Additionally, improve its disaster prevention and preparedness measures to ensure seamless succession planning and continuity in case of an emergency.



COMMUNITY OUTREACH & EDUCATION

Goal: Improve civic engagement and transparency through a comprehensive community outreach program, fostering open communication, educating residents about government initiatives, and actively involving diverse community members in decision-making processes for effective local governance.



Citizens Academy: A citizen academy is a free interactive course developed to educate citizens and provide them with an in-depth look into the fundamentals of municipal government as well as inform them of current and upcoming projects. **Goal:** Improve civic engagement and transparency through a comprehensive community outreach program, fostering open communication, educating residents about government initiatives, and actively involving diverse community members in decision-making processes for effective local governance.

WHAT IS A CITIZENS' ACADEMY?

A Citizens Academy would include classroom-style presentations, tours and conversations with City staff and elected officials. The course provides an in-depth overview of City operations to prepare participants for future public service as volunteers, board members and/or elected officials.

Benefits:

- ▶ Provides a transparent view of city government
- ▶ Offers insight and guidance that motivates participants to remain engaged with the City as ambassadors, volunteers and/or candidates for City boards and commissions.

Other organizations that currently or have used citizen academies:

- West Linn, Oregon
- Eugene Police Department
- Dallas, Oregon
- Lincoln County – Sherriff's office
- City of Newport – Police Dept.
- Wilsonville, OR



OVERVIEW OF A CITIZENS' ACADEMY

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Excerpt of Wilsonville's Program outline:

Meeting 2

History
Conversation with Elected Officials
Overview of City Boards and Commissions

Meeting 3

Building and Permitting
City Planning
Engineering
Economic Development

Meeting 4

Wilsonville Public Library
South Metro Area Regional Transit (SMART)

Meeting 5

Budgeting & Financial

Citizens would graduate the program upon adequate completion of the program.

OTHER ACTIVITIES TO ENGAGE THE PUBLIC

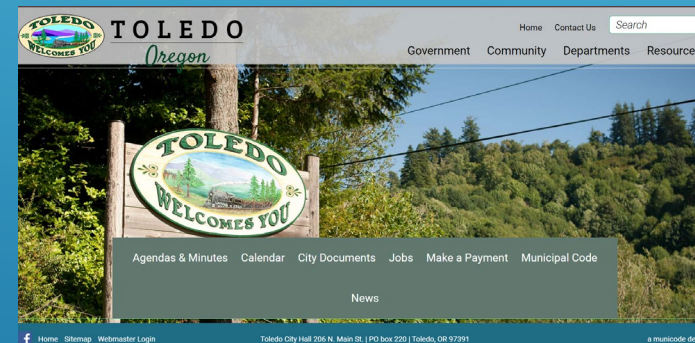
- ▶ Community pop ups – with City Council/staff; crafting, game night, movie night, community meal/potlucks/BBQ (plan and market in advance)
- ▶ Advocacy workshops - organize sessions on civic advocacy, educating families on how to effectively engage with local government, voice concerns, and participate in decision-making processes.
- ▶ Online engagement – create online spaces and forums to solicit feedback where citizens can engage in civic conversations
- ▶ Fairs – in addition to emergency preparedness fair that has occurred the last two years, hosting an community/volunteer fair introducing local organizations that have volunteer opportunities and/or provide services to the community
- ▶ Use Augmented Reality (AR) - develop experiences that citizens can engage through their smartphones – create interactive maps, virtual tours of historic sites, storytelling self walks

- City Hall Selfie day 2017 – The cast of Law & Order SVU



MARKETING THE CITY TO THE PUBLIC

- ▶ Create a communications teams within the city staff to create a voice of the City and assist in “marketing” the City’s activities and projects
- ▶ Use audio and video recordings to share information to a wider audience
- ▶ Information to the public is “housed” on the website – information on social media is quick, however disappears almost just as quickly and not everyone has access to third party social media platforms such as Facebook or Instagram. The City website is open to the public to view.
- ▶ Utilize the tools we already in place; Nixle (Everbridge) notifications, which can be received via e-mail and/or text ; e-mail notifications via the website; City “News” and “Calendar” pages for updates and events
- ▶ Create a printed city (company) calendar that includes important dates of events, City Hall closures and phone numbers of all departments



Goal: Records Management –

Enhance the City's records management program by refining the retention and disposition processes of vital and relevant records. Additionally, improve its disaster prevention and preparedness measures to ensure seamless succession planning and continuity in case of an emergency.



WHAT IS RECORDS MANAGEMENT?

Question – What is a public record? **Answer** - ORS 192.005(5) – What is a public record? A) Is it prepared, owed, used, or retained by your state agency? B) Does it relate to an activity, transaction, or function of a state agency? C) And is it necessary to satisfy the fiscal, legal, administrative, or historical policies, requirements, or needs of the state agency?

A key to managing records is having answers to questions such as the following:

- ▶ What is this record? (document/picture/e-mail)
- ▶ How long should I keep it?
- ▶ How should we store it?
- ▶ How many copies are there?
- ▶ What format is it in?
- ▶ Is this the most up to date version of the record?
- ▶ Who is the official records keeper?



WHY IS RECORDS MANAGEMENT IMPORTANT?

Storage and time spent looking for records can be costly.

There is increased liability with over-retaining or under-retaining records, which could lead to litigation or settlements and become costly.

There is a large percentage of time wasted on searching for records.

When records are finally found, duplicates are created for “easy retrieval”, which creates multiple drafts and causes confusion over what is the “official” record.



EXAMPLES OF LONG TERM RECORDS TO RETAIN

- Destruction records, retain 25 years
- Contracts — Minimum retention: Collective bargaining contract records, retain 75 years after contract expires
- Payroll Registers — Minimum retention: Year-end, or month-end if no year-end payroll registers, retain 75 years;
- Urban Renewal Project Records — Minimum retention: 25 years after district sunsets.
- Legal Opinions — Minimum retention: Permanent.
- Master Plans — Minimum retention: Permanent.
- Subdivision and Partition Records — Minimum retention: (a) If approved and city conditions met, retain permanently;



Mold is forming on several boxes & unorganized filing makes it difficult to navigate



Current challenges

- Inconsistent retention, which is not in compliance with record retention laws.
 - Improper or no labeling (e.g. folder is named “Arlene” or “Polly” instead of referencing the type of files it contains) in electronic or archived records.
 - Duplicate copies on the shared drive.
 - Because copies are kept on personal drive for “easy access”, the newest template/form which may have been updated to be in compliance is not being used.
 - Impedes the ability for production and continuity because we have to rely on one employee who has the background information instead of having the background information in a file
 - Keyword searches on the shared drive yield different and inconsistent search results
 - Prone to damage
-
- *Improperly stored boxes stored on the floor are prone to water damage and/or fire, which could result in loss of critical or historical records.*



PRIORITIES

1. Identify and preserve vital and relevant records to archive for long term or permanent storage (do they have a historical, legal, fiscal or administrative significance for operations of the city?)
2. Develop a labeling system to index all records in each department and the city's network
3. Find a records management system (RMS) that can index, store, retrieve and dispose of records in every department
4. Remove duplicates and obsolete records from the system
5. Buy, build shelving system for storage of records to mitigate amount of damage to records



Black file cabinets contain ordinances, resolutions and City Manager files that should be retained permanently or long term depending on the record. Cabinets are not fire proof and papers are open.

OBJECTIVES

(Phase 1) Fiscal Year 2024-2025 and ongoing until project is complete –

- ▶ The City recorder will meet and work with one department representative from to identify vital and relevant records within that department
- ▶ Purchase supplies for the preparation of archiving vital records:
 - Two to three fireproof file cabinets for permanent storage of vital records such as ordinances, resolutions and minutes. Approximate cost is \$4,200 for one cabinet
 - Purchase numerous archival boxes of all sizes to preserve records including photographs, scrapbooks, etc.
 - Archival gloves
 - Chemical resistant labels for records that are smaller or larger than 8.5"x11" such as maps
- ▶ Buy or build adequate shelving to store the archived boxes of records
- ▶ Review amount of vital records that are not scanned into the network and compare (in-house versus contracting) costs to scan records for electronic preservation.
- ▶ Transfer long term records from off site departments to City hall for preservation

(Phase 2) Fiscal Year 2025-2026 -

- Upon review of progress in fiscal year 2024-2025 –
 - Purchase additional supplies
 - Seek a Request for Proposals for records scanning and indexing costs and/or
 - For an electronic Records Management System
 - Add more shelving



Examples of fireproof and long term storage equipment

Lateral Fire-Resistant File Cabinet - 4 Drawer, 31 x 22 x 53"

- UL Class 350 rated at 1,700°F for 1 hour.
- High-security lock resists picking and drilling. Lock all or select drawers with one key.
- Impact, explosion and water resistant.
- Gypsum insulated walls reinforced with 14-gauge welded steel wire.
- Accepts letter/legal hanging folders.



Archival storage boxes

- Acid-free, less prone to discoloration or deterioration
- Provide higher level of damage protection from light, moisture and other environmental factors
- Constructed with higher level of cardboard and treated to repel pests
- Customizable sizes for all kinds of records



BREAK TIME



SUMMARY OF DEPARTMENT GOALS

Department Goals

How can we tie these into Council Goals?

What Works?

What Doesn't?

Council Direction

Can they meld into Department Head Goals?



What are Council's GOALS for FY 24/25?

