

# CITY OF **THE DALLEs**

2023 City Council Retreat



# TABLE OF CONTENTS

**01 | Introduction**

**02 | The Dalles Team**

**03 | Mission + Vision**

**07 | Environmental Scan**

**10 | 2023-2025 City Council Priorities**

**11 | 2023-2025 Goals**

**12 | Goal Implementation Framework**

# INTRODUCTION

The City of the Dalles is pleased to present the summary of their November 2023 Council Retreat. The City Council and leadership team met on November 17, 2023, to better understand the current community and organizational context; and identify and prioritize goals to guide the organization over the next two years.

The City hired SSW Consulting, a professional facilitation and strategic planning firm, to guide the process and support the team in achieving the following outcomes during the retreat:

- Build a shared understanding of the community and organizational context to inform the goals
- Set policy level goals aligned with the City's vision and available resources
- Provide a team building experience to strengthen the partnership between Council and staff

Prior to the Council retreat, SSW Consulting conducted outreach interviews with each City Councilor and gathered input from the leadership team via an online survey to gather information on the opportunities and challenges ahead for the organization and community. The conversations and feedback helped to design an agenda that supported a productive and engaging retreat to achieve shared outcomes.

Together, staff and Council shared input on the community and organizational context, considered the current staff capacity, City budget and financial outlook, and community needs to craft clear and measurable goals. The engagement and participation of the Council and staff was appreciated, and the team looks forward to working together to advance these goals in alignment with the community's vision.

# THE DALLES TEAM

## City Council

Mayor Richard Mays  
Councilor Position #1 Timothy McGlothlin  
Councilor Position #2 Darcy Long  
Councilor Position #3 Scott Randall  
Councilor Position #4 Dan Richardson  
Councilor Position #5 Rod Runyon

## City Team

City Manager Matthew Klebes  
City Attorney Jonathan Kara  
City Clerk Amie Ell  
Community Development Director Joshua Chandler  
Human Resources Director Daniel Hunter  
IT Director David Collins  
Finance Director Angie Wilson  
Public Works Director Dave Anderson  
Police Chief Tom Worthy  
Library Director Jeff Wavrunek  
Airport Manager Jeff Renard



Mayor Richard Mays



Councilor Position #1  
Timothy McGlothlin



Councilor Position #2  
Darcy Long



Councilor Position #3  
Scott Randall



Councilor Position #4  
Dan Richardson



Councilor Position #5  
Rod Runyon

# MISSION + VISION



By working together, we will provide services that enhance the vitality of The Dalles.



A community that has involved citizens of all ages, strong local collaboration, green spaces, a revitalized downtown, efficient government, is a commercial hub, honors our cultural diversity, has a proactive education system, has compatible neighborhoods, a far ranging transportation system, and a comprehensive medical system.

## COMMUNITY VISION

In 2021 the City completed a community-wide visioning plan with the goal of creating a shared vision and create an actionable roadmap for the future. The community focus areas were taken into consideration as Council and staff outlined goal themes and priorities for the next 1-2 years.

### Community Focus Areas

				
ENHANCING EDUCATION	CREATING ECONOMIC VITALITY	PROVIDING RECREATION & OPEN SPACE	STRENGTHENING & SUSTAINING COMMUNITY LIFE	IMPROVING GOVERNANCE & INFRASTRUCTURE

# ENVIRONMENTAL SCAN

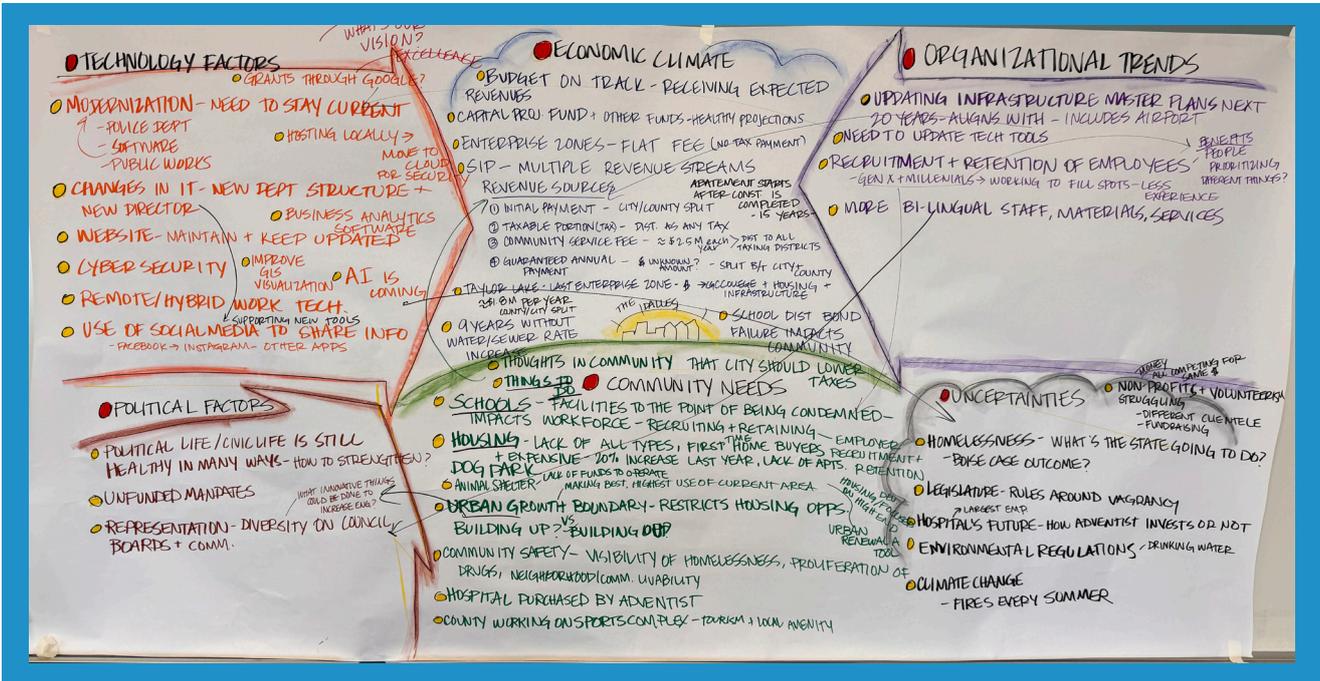
## Revenue Source Update

City Manager, Matthew Klebes, kicked-off the Council retreat with a presentation on the City's financial outlook. This served as a refresher for Council and staff, and provided important context regarding the revenues associated with new developments including Google facilities.

Revenue Source	Calculation	Receiving Entities
Initial Payment	One Time \$3 million payment	Split between City and County
Taxable Portion (Tax)	Dependent on investment level \$50/\$100 million will be taxed	County Port Parks Library Fire Soil & Water 4H Ext City URA D21 CGCC ESD
Community Service Fee (CSF)	25% of total Tax savings/\$2.5 million max	County Port Parks Library Fire Soil & Water 4H Ext City URA D21 CGCC ESD
Guaranteed Annual Payment (GAP)	50% of Full Tax=Tax+CSF+GAP 60% of Full Tax=Tax+CSF+GAP	Split between City and County

## Environmental Scan

To identify goals and priorities for the next 1-2 years, Council and staff participated in an environmental scan exercise to orient the team around the current context facing the organization and community. The purpose of the environmental scan is to gather relevant information to determine the future direction of the organization. The scan builds a shared understanding of the current organizational and community needs, trends, political factors, economic climate, and uncertainties, to help inform the development and prioritization of future goals. The scan describes "where we currently are," before considering "where we want to go."



## Political Factors

- Political/ civic life is still healthy in many ways
  - How can we strengthen?
- Unfunded mandates from the state
- Representation- diversity on Council, Boards + Commissions
  - What innovative things could be done to increase diverse engagement?

## Economic Climate

- Budget on track - receiving expected revenues
- Capital Project Fund + other funds - healthy projections
- Enterprise zones - flat fee
- SIP - multiple revenue streams
- Taylor Lake - last enterprise zone \$ - Columbia Gorge Community college + housing infrastructure
- 9 years without water/sewer rate increase
- School district bond failure impacts the community

## Organizational Trends

- Updating infrastructure master plans for the next 20 years
  - Ensure these plans align with + include airport
- Need to update technology tools
- Recruitment + retention of employees
  - Gen X + Millennials working to fill vacancies
  - Benefits - people not prioritizing benefits
- More bilingual staff, materials, services, etc.

## Technology Factors

- Modernization - need to stay current
  - Police + Public Works
  - Software updates
- Changes in IT - new department structure + director
- Website - maintain + keep updated
- Cybersecurity

## Technology Factors Cont.

- Upgrade/update + utilize technology
  - Utilize Instagram + other applications other than just FaceBook
  - Prepare for AI use
- Move to cloud storage for security
- Grants for utilizing Google partnerships

## Uncertainties/ Challenges

- Artificial Intelligence (AI)
- Homelessness - What is the state going to do? What is the Governor going to do?
  - Boise case will determine a shift in handling homelessness
- State legislature creating rules and laws that keep cities from making their communities safe and livable
- Hospital as the largest employer- it's future/ sustainability is a large community issue
- Environmental regulations - drinking water
- Climate Change - the fire risk in the Gorge
- Non-profit + volunteer organizations are struggling financially + have a different clientele
  - All of the same non-profits are seeking funding from the same pool of resources - it's competitive

## Community Needs

- Community discussions of City lowering taxes
- Schools/Facilities to the point of being condemned impacts the workforce - recruiting/retaining
- Housing - lack of all types including apartments, high rates for first time home buyers
- Animal Shelter - lack of funds to operate shelter



# 2023-25 CITY COUNCIL PRIORITIES

Building on the environmental scan exercise and Community Vision focus areas, Council and staff worked in small groups to develop goal focus areas that would address the needs and priorities of the organization and community for the next 1-2 years. The small groups presented the results of their discussions to the larger team while SSW organized the ideas according to themes.

The following themes emerged:

- **City workforce**
- **Livability**
- **Increase housing supply + options**
- **Houselessness**
- **Fiscal sustainability + planning**
- **Modernize technology**
- **Economic development**
- **Long-term infrastructure planning**

Once goal themes were identified, the team worked together to generate actions to accomplish each goal area. Once the idea mapping was complete, it was clear to both staff and Council that taking on 8 goal areas was unrealistic with the current staff capacity and City budget. The team then participated in a prioritization exercise and resulting in five goal areas to direct the work of the organization.

- **Livability**
- **Increase housing supply + options**
- **Houselessness**
- **Fiscal sustainability + planning**
- **Long-term infrastructure planning**

It is important to clarify that the work from the three goal areas that were not prioritized, are still ongoing bodies of work. The **City Workforce** goal area action items are being folded into the day-to-day operations of the organization. The **Modernize Technology** actions are partially underway as the new IT Director established an IT work plan. The **Economic Development** action items were consolidated and continue to be a major component of the City's ongoing work. Resources have been dedicated to better utilize the tools we have to support and expand our economy as well as identifying new tools that would support The Dalles' economic development goals. The City's new economic development officer within the Community Development department is focused on the following projects and programs: Urban Renewal, Airport Development, Brownfield Program, maximizing tools such as Enterprise Zones, and Main Street/Downtown Revitalization.

Following the retreat, City staff further refined the strategies and assigned project leads to support an accountable implementation structure. As staff begins implementation, they will develop work plans which will outline performance measures, timelines, cost estimates, and potential partners to further support transparency and accountability.

# GOALS

## LIVABILITY

Enhance the livability in The Dalles through improved safety services and places to connect and gather

## HOUSING SUPPLY

Be leaders in expanding the City's housing supply and diversity of options

## HOUSELESSNESS

Mitigate the immediate impacts of houselessness on the community and improve access to wraparound services for people experiencing houselessness

## FISCAL SUSTAINABILITY

Achieve fiscal sustainability in the near and long-term through planning and policy development

## INFRASTRUCTURE

Develop a long-term plan that supports sustainable infrastructure that meets the current and future community needs

# LIVABILITY

ENHANCE THE LIVABILITY IN THE DALLES THROUGH IMPROVED SAFETY SERVICES AND PLACES TO CONNECT AND GATHER

## ACTION

## LEAD

**1.1** Aggressively recruit and retain police officers by evaluating market conditions and Department resources to remain competitive and ensure proper staffing to allow the Neighborhood Enforcement Action Team (NEAT), Mid-Columbia Narcotics Team (MINT) and Traffic assignment to all be active

City Manager, Police + Human Resources

**1.2** Evaluate technology/software and other tools to increase efficiency of all Departments and enhance existing services to the community

IT

**1.3** Review and update animal control ordinance and contract with local shelter for comprehensive animal control services

Police + Legal

**1.4** Advance the work on the City's downtown plaza in partnership with the Urban Renewal Agency by finalizing the plaza's intended purpose, usability, and amenities

Community Development, City Manager + Economic Development

**1.5** Maintain funding for sidewalk rehabilitation and ADA replacement programs

Public Works

**1.6** Expand efforts to foster more community engagement, education, and participation in local government by evaluating how often the City should conduct programs such as the Local Government Academy and improving inclusivity

City Clerk

# HOUSING SUPPLY

BE LEADERS IN EXPANDING THE CITY'S HOUSING SUPPLY AND DIVERSITY OF OPTIONS

## ACTION

## LEAD

<b>2.1</b> In alignment with Mid-Columbia Housing, identify legislative asks/support and have CM/Mayor/Council President submit letters of support and/or submit legislative testimony	City Council + City Manager
<b>2.2</b> Engage and partner with Mid-Columbia Housing to support long term affordable/attainable housing developments through funding, infrastructure, or property development	City Manager
<b>2.3</b> Complete Housing Production Strategy and incorporate results into future Goal setting processes	Planning
<b>2.4</b> Continually evaluate a tiered approach to System Development Charges (SDC) by both the City and by the Parks and Rec District to foster development of diverse housing options	Planning
<b>2.5</b> Complete infrastructure projects that support denser housing development in alignment with Master Plans	Public Works

# HOUSELESSNESS

MITIGATE THE IMMEDIATE IMPACTS OF HOUSELESSNESS ON THE COMMUNITY AND IMPROVE ACCESS TO WRAPAROUND SERVICES FOR PEOPLE EXPERIENCING HOUSELESSNESS

## ACTION

## LEAD

<b>3.1</b> In alignment with Mid-Columbia Community Action Council, identify legislative asks/support and have City Manager, Mayor/Council President submit letters of support and/or submit legislative testimony	Council + City Manager
<b>3.2</b> Consistently tag and abate camps and other debris within the ROW or on public property. Encourage and support private property owners in abating issues as well as partnering with other agencies (ODOT, UPRR etc.)	Police, Codes + Facilities
<b>3.3</b> Provide funding support to programs such as Mid-Columbia Center for Living street outreach response efforts in partnership with Mid-Columbia Community Action Council, and others to improve access and entry into medical and behavioral health services	Council, City Manager + Police
<b>3.4</b> Strengthen regional partnership by staff and Council participating in housing summits, town halls, and other opportunities around housing, mental, and other wraparound services	Council + City Manager
<b>3.5</b> Continue to pro-actively inform the community around updates, strategies, projects, and resources through City Council presentations, social media, toolkits, website	City Manager, City Clerk + PIO
<b>3.6</b> Evaluate and determine if and how the City can provide funding or other support for new alternative services.	Council + City Manager
<b>3.7</b> Invite community partners to present to the City Council and community on recent successes, upcoming/ ongoing projects, and challenges	Council + City Manager

# FISCAL SUSTAINABILITY

ACHIEVE FISCAL SUSTAINABILITY IN THE NEAR AND LONG-TERM THROUGH PLANNING AND POLICY DEVELOPMENT

## ACTION

## LEAD

<b>4.1</b> Facilitate discussion/work session with Council to prepare a resolution or other clear policy guidance on allocation process of Google Revenue	City Council + City Manager
<b>4.2</b> Facilitate discussion/work session with Council to evaluate tourism goals and how Transient Room Tax (TRT) can be allocated to achieve identified goals resulting in amending/replacing existing TRT ordinance	City Council + City Manager
<b>4.3</b> Maintain an unappropriated ending fund balance equal to 4 months operating and 10% contingency	City Manager + Finance
<b>4.4</b> Finalize new IGA with Wasco County Library District	City Council, City Manager + Library
<b>4.5</b> Facilitate discussion/work session with Council about entering into franchise agreements with entities that utilize City rights-of-way	City Council, City Manager, Public Works + Legal

# INFRASTRUCTURE

DEVELOP A LONG-TERM PLAN THAT SUPPORTS SUSTAINABLE INFRASTRUCTURE THAT MEETS THE CURRENT AND FUTURE COMMUNITY NEEDS

## ACTION

## LEAD

---

<b>5.1</b> Complete a City-wide Facility Master Plan including City owned public infrastructure and buildings	Facilities
<b>5.2</b> Prioritize adequate funding to support the completion of projects in each of the City's Public Works Master Plans	City Council + City Manager

# IMPLEMENTATION + PROGRESS REPORTING

Following the Council retreat, City leadership and SSW Consulting created an implementation and progress reporting plan to support accountability and ongoing communication between Council, city staff, and the community. This process includes determining project leads and tracking progress over the next 1-2 years.

Each quarter, staff will present status updates on the goals and actions to the Council. These presentations will include progress updates, challenges and/or opportunities, as well as requests for Council direction as necessary. Annually, Council will convene with staff to assess the progress of the goal areas and actions and refine as necessary. An annual report will be prepared to share with the community.



## City of The Dalles

541-296-5481

TheDalles.org

313 Court Street  
The Dalles, OR 97058

Prepared by **SSW Consulting**  
Sara Singer Wilson, Principal/Owner  
Ashley Sonoff, Associate  
Sasha Konell, Engagement Strategist



SSW CONSULTING