DALLAS CITY COUNCIL RETREAT

Prepared for:

City of Dallas

by

JENSEN STRATEGIES, LLC

April 2016

TABLE OF CONTENTS

introduction 1

Overview 1

Background 1

Retreat Preparation 2

Retreat Summary 3

City Council Perspectives 3

Enhancing Policy Development 7

Staff / Council Expectations 10

Economic Development 11

Goal Setting 13

Appendices 15

Appendix A: Retreat Agenda 16

Appendix B: Economic Development Presentation 17

Appendix C: Goal Setting Scoring Table 20

Appendix D: Retreat Attendees 21

INTRODUCTION

OVERVIEW

The City of Dallas, Oregon, retained Jensen Strategies in February 2016 to facilitate the City Council's annual retreat. The retreat offers the City Council an annual opportunity to focus on long-term goals and medium-term implementation strategies to inform future policy decisions. In addition, council retreats provide an opportunity to focus specific policy subject areas, and to enhance working relationships among city officials, allowing them to maximize the effectiveness of their legislative discussions and decision-making.

This report constitutes a summary of the Dallas City Council's 2016 council retreat, which was held March 5, 2016. It also contains content generated during the course of the retreat including council-identified successes and challenges, Council and staff expectations of each other, and the Council's designated policy priorities for 2016.

BACKGROUND

The City previously engaged the services of Jensen Strategies to facilitate its 2015 City Council retreat. This earlier retreat focused mainly on how the City will implement the Dallas 2030 vision and integrate its actions with the city operations. To build upon this progress and preserve continuity, Jensen Strategies (consultant) was retained to facilitate the Council's 2016 retreat.

RETREAT PREPARATION

In preparation for the retreat, the consultant conducted 20 stakeholder interviews with the City Council, Mayor, City Manager, and the City's Senior Management Team. These interviews were designed to provide perspective and insight on issues currently facing the City, as well as solicit ideas and priorities for the retreat agenda.

Subsequently, the consultant worked with the City Manager to develop the retreat agenda. A full copy of the retreat agenda is available in Appendix A. Generally, based on interviews, the retreat topics focused on strengthening work relationships, developing a common understanding regarding economic development, and goal-setting.

To this end, the primary goals of the retreat were to:

- Enhance the Council's policy development processes
- Strengthen working relationships among Council, mayor and staff to foster effective communication and decision-making
- Identify expectations between Council, mayor, and staff
- Build a common understanding regarding the outcomes of economic development
- Identify and/or confirm policy priorities for the next year

RETREAT SUMMARY

The retreat was held at the Chemeketa Community College Dallas Center from 8:00am to 3:30pm on March 5, 2016. It was attended by eight City Council members, City Manager, and the senior management team. The senior management team was present for the Council/staff expectations and economic development discussions. The following sections summarize discussions and presentations organized by topics on the agenda.

CITY COUNCIL PERSPECTIVES

At the beginning of the retreat, Erik Jensen led a discussion among the Councilors and Mayor regarding their personal perspectives on public service. This topic was chosen as a starting point with the recognition elected officials, while serving together on a regular basis, sometimes lack the opportunity to share and understand their respective outlooks, experiences and personal values that shape their public service and policy positions. The intent of the exercise was to gain a greater understanding of each other's perspectives and build a foundation for effective policy discussion and decision-making. The Council and Mayor's responses are shared in the tables on the following pages.

What is the reason you ran for City Council/Mayor?

To Understand and Represent the People's Interests.

- To be a communications liaison with the community.
- To be a general interest representative.
- To represent key constituencies that may have been underrepresented previously.
- To be accessible to the community.
- To get to know the community better and to represent that community.
- To be accountable and collaborative.

To Be a Hands-On Problem Solver.

- To get involved in the city's challenges and help to solve problems.
- To share skills such as business experience and public administration training.
- To improve Dallas' quality of life.

To Continue a Legacy of Public Service.

- To continue the family's long-standing commitment to the community.
- To show pride/passion and help the community.
- To contribute to the community's prosperity and to give back.

What are your core values as a Councilor/Mayor?

Fairness / Honesty / Integrity

- Be trustworthy.
- Be honest.
- Practice integrity.
- Be fair to citizens.
- Take actions that are equitable.
- Follow the rule book and processes.

Transparency / Accountability

- Be transparent.
- Be approachable.
- Listen to all the citizens.
- Meet legal requirements.
- Be accurate.

Collaboration

- Bring one's opinion to the table.
- Be coachable/teachable – open to new ideas.
- Be a team member.

Community Improvement and Advocacy

- Benefit the community as a whole.
- Promote the safety and livability of the community.
- Make decisions that have long-term impact and value for the community.
- Demonstrate and engender pride in the community.
- Be optimistic – there is always room for improvement.

What are your priorities as a Councilor/Mayor?

Economic Development

- Achieve steady economic growth.
- Promote/sell the community to potential future businesses.
- Develop the economy in terms of population, businesses, tourism, and general livability.
- Grow the city in a way that benefits the entire community.
- Continue the comprehensive growth of the city.
- Restore and improve the downtown.
- Maintain the city's high quality of life and amenities.

Investment in Core Services

- Protect the watershed.
- Promote community safety.
- Improve infrastructure.
- Establish a training facility for police and fire.
- Fix and maintain the streets.
- Adequately fund/maintain/enhance core services.
- Help the community understand the importance of services provided.
- Secure the community's future needs.

Responsiveness and Accountability

- Be a communication link between the City Council and the community.
- Represent the citizens.
- Use resources with the greatest efficiency possible.

ENHANCING POLICY DEVELOPMENT

Following the perspectives exercise, Jensen gave a brief presentation on the elements of effective city councils. He noted there are 10 habits of highly effective councils that include:

1. Think and act strategically.
2. Understand and demonstrate the elements of teams and teamwork.
3. Master small group decision-making.
4. Clearly define roles and responsibilities.
5. Establish and abide by a council-staff partnership.
6. Allocate council time and energy wisely.
7. Set and maintain clear rules and procedures for council meetings.
8. Conduct systematic assessments of policy implementation.
9. Solicit the public's feedback on the council's performance.
10. Practice continuous personal learning and leadership development.

Subsequently, Jensen led the Councilors and Mayor in a discussion to identify what is working well and areas that could be more effective based on their current working relationships.

In terms of areas where the Council and Mayor feel things are working well, there was emphasis on shared community commitment and an overall agreement on the issues that need to be addressed. In the area of potential improvements, the participants emphasized the need to work on the approach to policy discussions most notably avoiding taking issues to a personal level, giving respect for divergent opinions, and respecting the formal deliberation process.

As a first step in this discussion, Jensen asked the group to describe things that are currently working well for the council and mayor as a body. Responses were as follows:

Responsiveness and Accountability to the Citizens

- Councilors are being good listeners.
- There is a shared dedication to the community.
- The council practices transparency with staff and citizens.
- There is diverse representation on the council.
- The council values honesty, integrity, and ethics.

High Regard for the Staff

- Councilors value the staff's expertise.
- The staff is of a high caliber, and they are frequently present during council meetings.

Effectiveness in Achieving Goals

- The council generally agrees on top policy priorities/goals.
- There is a generally high level of community satisfaction.
- The city is educating and informing the community, including through programs such as the citizens academy.
- There has been some progress attracting new businesses to town.
- Councilors are showing up to meetings and are participating.
- The citizen committees are working well.

Participants were then asked to identify challenges facing the Council and Mayor. They gave the following responses:

Reconciling Personal Policy Views With Council Decisions

- Being able to 'close ranks' as a body once a decision has been made, while also being able to retain individual opinions/positions.
- Grappling with the question of actively supporting versus undermining new policies one does not personally support.
- Taking difficult votes that are in the best interest of the city as a whole in the long-term.

Maintaining Collegiality

- Keeping conflicts from rising to a personal level.
- Resolving interpersonal issues.

Navigating the Policy Development Process

- Contemplating policy alternatives that may be suggested outside of existing policy development processes.
- Striking the balance between policymaking via the council and via citizen committees.
- Managing the need to dedicate sufficient time to deliberation before voting and consideration of alternate ideas during meetings.
- Ensuring everyone completes 'homework' before meetings.
- Working within constraints on funding / staffing levels.

Jensen subsequently facilitated a robust discussion with the Councilors and Mayor regarding ways in which they can be more effective as a group, and improve their interpersonal communication and understanding. While the participants did not formally identify future steps for enhancing their work as an elected body, the discussion yielded a better understanding of procedural and deliberative processes as a group.

STAFF / COUNCIL EXPECTATIONS

The City's management team joined the retreat at the end of the morning session. Initially, Council members and staff gathered in separate rooms to discuss and identify expectations of each other. This facilitated discussion was an opportunity for each group to express their views of the practices and behaviors necessary for the City to function effectively. Many of the expectations generated were not a surprise to the respective groups but helped to clarify and formalize these expectations.

Once the groups completed their discussions, the management team joined the City Council and mayor to present their lists that are delineated below.

Each group's responses are contained below:

Mayor and Council's expectations of staff:

- Provide excellent customer service (responsive, understanding/validating, open)
- Be open to creative solutions.
- Communicate issues to the City Council in a timely manner.
- Practice consistent, timely, and equitable enforcement of ordinances and resolutions.
- Be professional and fulfill all job expectations/requirements (training, expertise, communication, and appearance).
- Provide clear, accurate, and timely reports to the City Council.
- Be receptive to constructive feedback.

Staff's expectations of the Council and Mayor:

- Project a common vision – goals and priorities.
- Give clear direction to staff.
- Be informed, thoughtful, and consistent in your decision making.
- Be supportive in the implementation of your policies/regulations.
- Be positive champions for the city.
- Trust the professionalism and expertise of the staff.
- Practice effective communication through proper channels.

ECONOMIC DEVELOPMENT

In response to great interest in the topic from the council and mayor, City Manager Ron Foggin gave a presentation regarding economic development in Dallas, focusing on the current efforts and capabilities of the City. A copy of the presentation slides can be found in Appendix B.

Following the presentation, Jensen facilitated a discussion with the Mayor and Council concerning what successful economic development would look like in the city, and what would need to happen in order to achieve that outcome.

In general, the discussion resulted in a confirmation that successful economic development will generate more jobs and a diverse economic base. Overall, the Council and Mayor focused on the importance of creating the type of environment that attracts and retains businesses, specifically, quality of life (quality schools, recreation opportunities, housing, etc.) Their specific responses are contained in the tables on the following pages.

With Successful Economic Development, Dallas Would Have:

- More jobs.
- More businesses of all kinds.
- New retail and light industry.
- More tax revenue.
- Increased population.
- A revitalized downtown.
- Fewer vacant lands.
- A more attractive image as a place to visit and live.
- Greater demand on all city services.

In Order to Achieve Successful Economic Development, Dallas Must:

- Improve quality of life by:
    - Providing additional and improved recreation opportunities.
    - Maintaining local schools.
    - Investing in infrastructure such as the water system.
    - Provide more housing options.
- Implement a business retention and expansion strategy.
- Encourage business development.
- Establish tax incentives.
- Encourage workforce development.
- Focus on code enforcement.
- Support the proposed third bridge over the Willamette in Salem.

GOAL SETTING

As the final element of the retreat, the Mayor and Council took time to identify their top policy priorities for the upcoming legislative year. They agreed that the list of priorities identified last year were still relevant and supported a continuation of City efforts to implement them. Jensen then asked them to help prioritize the list of priorities by nominating specific ones to receive greater priority this year. It was noted the other items on the list would still remain a priority but the streamlined list will give staff a better understanding which ones should be emphasized. The group proceeded to nominate eight items from that list for consideration as 2016 priorities.

The Mayor and Council subsequently engaged in a 'dot exercise' designed to measure and rank support for the nominated priorities. Each person received six dots, numbered one though six. They then placed these dots next to the proposals to indicate their preferences, with '#1' representing their highest priority, and '#6' representing their lowest priority. The results were then tabulated according to the following method:

#1 dot = 6 points	#4 dot = 3 points
#2 dot = 5 points	#5 dot = 2 points
#3 dot = 4 points	#6 dot = 1 point

The final priorities, outlined in the following table, focused primarily on maintaining and enhancing public infrastructure, supporting economic development, and promoting long-term public safety planning.

As has occurred in previous years, staff will receive the priorities developed by the council, and will proceed to develop specific action items designed to implement these policy directions.

Dallas City Council 2016 Policy Priorities

Nominated Policy Priority	Score
Fund street repairs and a street maintenance program.	47
Purchase the watershed property and invest in the water system.	45
Develop a public safety strategic plan; plan and develop a joint public safety training facility.	32
Integrate new industrial and commercial development with the city's economic development strategy.	26
Develop asset management plans for infrastructure.	14
Expand the Rickreall trail.	12
Promote and expand recreation for youth and adults.	10
Promote and attract a craft brewing industry.	3

Scoring Key

#1 dot = 6 points
#2 dot = 5 points
#3 dot = 4 points
#4 dot = 3 points
#5 dot = 2 points
#6 dot = 1 point

APPENDICES

APPENDIX A: RETREAT AGENDA

DALLAS CITY COUNCIL RETREAT

MARCH 5, 2016

8:00 AM – 4:00PM

AGENDA

1.	Opening Remarks	Foggin
2.	Retreat Overview	Jensen
3.	City Council Perspectives	Jensen / Council
4.	BREAK	
5.	Effective City Councils Presentation	Jensen
6.	Enhancing Policy Development	Jensen / Council

~ Management Team Joins Retreat at 11:30am ~

7.	Staff/Council Expectations: Part I	Jensen / Aprati
8.	LUNCH	
9.	Staff/Council Expectations: Part II	Jensen / Council / Staff
10.	Economic Development: What Does It Mean?	Foggin / Jensen
11.	Vision Implementation Update	Foggin
12.	Goal Setting	Jensen/Council
13.	Closing Remarks	Foggin

APPENDIX B: ECONOMIC DEVELOPMENT PRESENTATION

Economic Development

Economic Indicators

- Dallas Unemployment Rate = 8.2%
  - Harder to find qualified employees, wages up, most growth in education/health services and construction.
- Residential Construction: Continues to be strong for Dallas. 9 subdivisions in various states of approval and construction.
- Commercial Construction: DRV is working on their $28 million expansion and DHS building is moving along quickly.

Economic Indicators

- Commercial Activity: Self storage expansions, multiple tenant improvements, recently changed zoning for property on Ellendale and Blue Garden progressing
- Industrial Activity: Mak Metals expansion, 54 acres of Praegetzer property was purchased by Food Guys, Tyco Building was purchased by AG&T, and Forest River continues to be very active

Economic Development Accomplishments

- The Economic Development Commission (EDC) worked with a consultant to develop a brand and marketing initiative
  - *"Take a Closer Look"*
- The EDC reviewed and updated the City's Economic Development Strategy this year
  - An EDC subcommittee developed an action plan that will help move the Economic Development Strategy forward

Economic Development Accomplishments

- Overhauled the City's Business Assistance Toolkit
- Developed a new look and better economic development information on the City website
- Hired Greg Ellis to help with economic development activities

Economic Development

- Economic Development is a complicated business!
- There are a lot of moving parts that need to come together to be successful
- We work with our partners: the Chamber of Commerce, SEDCOR, Business Oregon, Chemeketa Small Business program

Economic Development

Ingredients include:

- Available land and buildings with willing sellers/lessors,
- A positive regulatory framework
- Adequate infrastructure to serve the use
- A fast land use and permitting processes
- People with adequate capital and a solid business plan
- A willing and available market for the product or service
- A well trained workforce
- Government incentives

What's in the Toolbox?

- Two types of Enterprise Zones:
  - Commercial
  - Industrial
- Façade grants: Two types
- Façade Loans
- Business Assistance resources through various sources, including SEDCOR, Chamber, and MWVCOG

Enterprise Zone

Standard Enterprise Zone Program Authorized through the State of Oregon

- Enterprise zones are designed to encourage business investment through property tax relief, in specific areas of the state. In exchange for locating or expanding into an enterprise zone, eligible (generally non-retail) businesses receive total exemption from the property taxes normally assessed on new plant and equipment, for a specified amount of time, which varies between the different zone programs.

The Incentives

- Three to five consecutive years of full relief from property taxes on qualified property, after it is in service.
- Depending on the zone, local incentives also may be available (Dallas has additional Incentives).

Enterprise Zone Info

- **Dallas/Independence/Monmouth Enterprise Zone:**
  - Updated April, 2015
  - Terminates: June 30, 2020
- **Last Boundary Change:** April, 2015
- **Features:** Rural Zone, Hotels/Resorts (some areas)
- **Sponsors:** City of Dallas, City of Independence, City of Monmouth, Polk County
- **Zone Manager:** Jason Locke

City Incentives

- Urban Renewal Downtown Façade Improvement Grant Program
  - Provides up to $10,000 per building along the 500-900 blocks of Main Street
- City Wide Façade Improvement Grant Program
  - Provides up to 50% of the project cost up to $2,000 in the Central Business District

City Incentives

- Façade Improvement Loan Program
  - Low interest loans designed to improve the appearance of commercial buildings
  - Projects are eligible for up to $20,000 at a rate of 4% interest
- Fee Relief
  - City may grant development fee relief

The Good Word

"The City of Dallas is not only a great place to live and raise a family it is very Business friendly! We have built and grown our business here with the help of the city and county all along the way. Their willingness to work with businesses on such areas as building new structures, permit applications, plan reviews, land purchases, enterprise zone, grants etc. is outstanding and a big reason for our success as an employer here."

Bob Tucker, Ower
Mak Grills/Metals

The Good Word

"I have had the opportunity to work with a variety of larger and smaller cities in development and can honestly say that the City of Dallas clearly communicates expectations, which makes the entire process run smoothly.

Michelle Weber, General Counsel
Weber Enterprises, Inc.

The Good Word

"This community has been wonderful to us, from the Mayor and City Council on down. The City of Dallas has been extremely easy to work with."

Ray Tate, President
American Gas & Technology

APPENDIX C: GOAL SETTING SCORING TABLE

Nominated policy priority	Dots placed	Score
Fund street repairs and a street maintenance program.	#1, #1, #1, #1, #1, #1, #2, #2, #6	47
Purchase the watershed property and invest in the water system.	#1, #1, #2, #2, #2, #2, #2, #3, #3	45
Develop a public safety strategic plan; plan and develop a joint public safety training facility.	#2, #3, #3, #3, #3, #4, #4, #5, #5, #6,	32
Integrate new industrial and commercial development with the city's economic development strategy.	#1, #2, #3, #3, #3, #5, #6	26
Develop asset management plans for infrastructure.	#4, #4, #4, #5, #6, #6, #6	14
Expand the rickreall trail.	#4, #4, #5, #5, #6 #6	12
Promote and expand recreation for youth and adults.	#4, #5, #5, #5, #6	10
Promote and attract a craft brewing industry.	#4	3

Scoring Key

#1 dot = 6 points

#2 dot = 5 points

#3 dot = 4 points

#4 dot = 3 points

#5 dot = 2 points

#6 dot = 1 point

APPENDIX D: RETREAT ATTENDEES

Attendee Name	Title/Department
Brian Dalton	Mayor
Jim Fairchild	Council President
Kelly Gabliks	Councilor
Micky Garus	Councilor
Bill Hahn	Councilor
Kevin Marshall	Councilor
Murray Stewart	Councilor
Lavonne Wilson	Councilor
Ken Woods	Councilor
Ron Foggin	City Manager
Fred Braun	Engineering/Environmental Services
Emily Gagner	Human Resources/Risk Management
Chief Fred Hertel	Fire
Mark Johnson	Library
Jason Locke	Community Development
Chief Tom Simpson	Police
Eric Totten	Parks
Cecilia Ward	Financial Services

JENSEN STRATEGIES