



## MADRAS CITY COUNCIL WORK SESSION

Wednesday, January 31, 2024 at 5:30 PM

City Council Chambers, 125 SW "E" Street, Madras, OR 97741

Telephone (541) 475-2344 [www.ci.madras.or.us](http://www.ci.madras.or.us)

This meeting is open to the public. However, Council does not take public comments at Work Sessions and no formal decisions will be made.

### Join via Zoom:

<https://us02web.zoom.us/j/2912614668?pwd=MIJ3Zzh0Yzg0ZkhwOTZ0REgrWTFYdz09>

Passcode: **5414752344**

---

### Join via teleconference:

From a cell phone: **971-247-1195**

From a land line phone: **1-877-853-5257**

Meeting ID: **291 261 4668#**

Participant ID: **#**

Passcode: **541 475 2344#**

---

## AGENDA

---

### I. Call Work Session to Order

### II. Roll Call

### III. Work Session Topic(s)

1. Redesign of the Budget Process
2. Council Goals
3. Finance Department Goals
4. Administration Goals
5. Public Works Goals
6. Community Development Goals
7. Police Department Goals
8. Collective Selection of Key Goals from Council and Staff

### IV. Additional Discussion

### V. Adjourn Work Session

**CITY OF MADRAS**  
**Work Session Report**

---

**Meeting Date:** January 31, 2024

**To:** Mayor and City Council Members

**From:** Will Ibershof, City Administrator

**Through:** Will Ibershof, City Administrator

**Subject:**

**TYPE OF ACTION REQUESTED:**

Discuss

**OVERVIEW:**

When I started with the city and met with the different Council members, one of the common goals that arose was the need to redesign the budget process. As I now start to understand prior budgets, council members goals were not discussed at the beginning of the process. They became an afterthought. Changing the approach will take a bit of patience, and a time as we refocus the work towards the goals of the council as they see them through the lens of the community. It will also take trust from both staff and the Councilors to work together through this new process. The Department Heads and I have invested time and effort into a process that will yield your vision and goals for the future.

Since the budget is a living document that represents the goals of the City, I feel it is important that we start with the City Council to state their goals are. To do so, staff has scheduled a budget retreat for January 31st. The goal of this retreat is to hear from the Councilors on their goals and then hear from staff on what they see are key goals for their respective departments.

At January 31st retreat, staff will not have the investment required to accomplish the goal. The reason for this is twofold. First, before staff invests the time to determine the investment required to accomplish the goal, we need to know if that goal is important to the Council. Secondly, the investment needs to be pared with the projected revenue. Both will take a few weeks to accomplish as a result of our new Finance Director joining the team as we start this process and needed time for the Department Directors to determine the investment required to accomplish the goal.

Yet we are not starting from scratch. This process started in November when the Community Development Department provided an update on their work plan. It was followed by Public Works providing an update on the Wastewater Treatment Plant and the long-term needs of the treatment plants. Then in January, the Police Department provided an update to Council on their work plan and their short-term goals. Each of these Council Work Sessions, were designed to provide background information on each department to help provide a context to their respective goals.

**STAFF ANALYSIS:**

In preparation for the retreat, each Department Head met with their respective teams to identify 3-4 key goals. As I mentioned earlier, each of these goals, outlined in a separate document, does not have an investment tied to it. The reason for this is, the Department Heads and I want to hear from the Council if you agree with the goals or if you have a different goal(s) for each department. Once we have a consensus on the for each goals, we will attach an investment to each goal and at our next budget retreat, the Department Heads and I will share these as they relate to the projected revenues, so we can start to form a balanced budget.

The thought is that in future work sessions, staff will share the investments by department and the corresponding revenues that relate to the goal. As an example, one of the goals for Public Works is the Wastewater Treatment Plant. The revenue for this work is not tied to the General Fund. Their revenues derive from the rate payers. Another example is the Police Department. Their work is tied to the General Fund. Therefore, their goals will impact the other departments. Staff intends for this so that the Council can see the relationship to different investments on various funds.

As part of the revenues, the Finance Director and I will present a five-year revenue projection that will assist with long term planning on one or more goals.

What the department heads and I ask from each of you are three key items:

1. You come prepared to share your top four goals for next budget year. These can all be in one department or spread across all the departments.
2. That you help clarify the goal so we can measure its results. An example would be, we want more officers out on patrol. The question would be to accomplish what? Would it be to increase police presence, support for different calls that arise or increase our response times, or have two officers on duty at all times? Measuring goals is important to ensure that the City is using its resources most effectively.
3. That there is a way to quantify the goal. Meaning we can put an investment to it? An example of one that does not work, we want to pave the streets in the city. An example of one that does work is, we want to set aside funds to pave any remaining gravel roads within the city in the next 10 years.

Approaching it this way will help the city share with the community what the goals and their desired outcomes will be, as we begin the FY 2024-2025.

**Conclusion:**

The process for this budget cycle will be different. It will be iterative process that accounts for guidance and information from both the Council and staff as it's developed. The key goal is to draft a budget that represents your vision and goals. As we work through the process, if you have questions, feedback or concerns with the approach please reach out. The budget is a living document that needs to represent the community.

**FISCAL INFORMATION:**

**SUPPORTING DOCUMENTATION:**

**STRATEGIC GOAL:**

## Staff goals as they relate to the 2024-2025 budget year

- Finance
  - Create a position between the Accounting Analyst and the Finance Director. (No additional FTE)
  - Robust software to help with the annual budgeting process.
- Administration
  - Communications Specialists
    - Focus on revamping website. (Short Term project)
    - Focus on creating and sharing our messages to the community.
    - Working with all departments on their messaging.
    - Updating the website as projects evolve. Instead of each department doing so.
  - Funds to update the website.
  - EDCO person, shared with Jefferson County.
- Public Works
  - Figuring out street funding. Can we do a measure for sustainable funding for maintenance? Does that include paving gravel roads? Does it include new roads too?
  - Extending Runway 16/34. Would like to do 1,000ft but will need help from outside sources such as COAR Grant, Connect Oregon, Daimler, Erickson.
  - WW – I want to focus on updating the master plan for both plants to determine where we are going. To include things like additional ground, improvements to the golf course, de-sludging the north plant, dewatering system at the south plant.
- Community Development
  - Senior Planner position (internal merit based promotion).
  - Full-time Code Enforcement.
  - Additional funding for Community Clean Up related to homelessness.
- Police
  - Two additional officers.
  - Four new police cars.
  - Body Cameras
  - Office Assistant.