

# CITY OF SWEET HOME 2021 COUNCIL GOALS

## VISION STATEMENT

WE, as City Council, have been entrusted to make decisions that do the most good, for the most people, for the longest period of time to enhance the quality of life for our community.

- I. WE ASPIRE to make Sweet Home a community people find desirable to live in.
- II. WE ASPIRE to have an effective and efficient local government.
- III. WE ASPIRE to provide viable and sustainable infrastructure.
- IV. WE ASPIRE to provide viable and sustainable essential services.
- V. WE ASPIRE to create an economically strong environment in which businesses prosper.



## MISSION STATEMENT

The City of Sweet Home will work to build an economically strong community with an efficient and effective local government that will provide infrastructure and essential services to the citizens we serve. As efficient stewards of the valuable assets available, we will be responsive to the community while planning and preparing for the future.

GOAL 1- INFRASTRUCTURE:			
	Objective	Time Frame	Progress Details
1.1:	<b>Develop specific steps for implementation of the adopted infrastructure master plans.</b>	Fall, 2020 - May, 2021	System Development Charges were updated, including a revised ordinance, rate schedule, and capital improvement plan. The rate will rise again on July 1, 2022, and again on July 1, 2023, as dictated by the adopted rate schedule.
1.1.a	<i>Water</i>	July, 2023	FY22 Developing a Water Master Plan with Water System Model to support development and operations. Estimated completion in July 2022. Design and fund WTP Emergency Generator for Community Resiliency. Anticipated completion June 2024. Replace and fund 5 miles of small diameter water mains throughout the water distribution system, completion date unknown.
1.1.b	<i>Sewer</i>	January, 2025	Design, construction, and fund the Wastewater Treatment Plant improvements. Estimated completion January 2025.
1.1.c	<i>Streets</i>		Limited funds for capital improvements. Staff utilized State Exchange Funds for FY21/22 Overlay Project. Staff will continue to evaluate additional funding options.
1.1.d	<i>Parks</i>	2020-Present	Sankey Park Improvements were constructed, with Phase II improvements complete. Staff is working on Phase III design and will seek grant funding for them. A revised parks master plan was proposed to be funded utilizing a RARE student participant. However, this position was eliminated due to limited resources in the General Fund. Staff will seek alternative options for completing the Parks Master
1.1.e	<i>Property (*Stormwater)</i>	Present-June 2023	*FY22 Developing a Stormwater Master Plan. Anticipated completion June 2023.

**GOAL 1- INFRASTRUCTURE:**

	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details</b>
<b>1.2:</b>	<b>Increase community awareness of infrastructure needs and appropriate planning documents.</b>	Ongoing	Staff continues to prepare news releases & participate in interviews with the local press.
1.2.a	<i>Water</i>	July, 2022	Updating Water System Master Plan. Staff will explore additional funding for small diameter water main replacements. Communicate Meter Modernization Replacement Project. Completion is projected by December 2022.
1.2.b	<i>Sewer</i>	July, 2023	Design, construction, and fund the Wastewater Treatment Plant improvements. Anticipated completion January 2025.
1.2.c	<i>Streets</i>	Fall, 2020-Present	The City has developed a Downtown Streetscape plan. The process for this plan included lots of public outreach and many opportunities for public input. The City Council approved the plan at the March 22, 2022, Council Meeting. Staff will explore additional funding to support Streets Gas Tax
1.2.d	<i>Parks</i>	July, 2022	Staff has budgeted capital funds in FY 22/23 for improvements to North Side Park, City Hall Park, benches at Hobart Natural Area, and dog park improvements.
1.2.e	<i>Property (*Stormwater)</i>	June, 2023	*FY22 Developing a Stormwater Master Plan. Completion June 2023

## GOAL 2- BE AN EFFECTIVE AND EFFICIENT GOVERNMENT

	Objective	Time Frame	Progress Details
2.1.	Update and streamline processes		<p>Staff can instantly update Sweet Home Municipal Code using the Municode Self Publishing Codification program.</p> <p>Staff is streamlining AP &amp; payroll processes with the purchase of a new payroll system.</p>
2.2.	Develop continuity in planning and permitting processes.	2020-Present	<p>FY22 Developing a Water Master Plan, with Water System Model to support development and operations. Estimated completion in July 2022. Design and fund WTP Emergency Generator for Community Resiliency. Anticipated completion June 2024. Replace and fund 5 miles of small diameter water mains throughout the water distribution system, completion date unknown.</p>
2.3.	Invest in long-term staff stability & training.	July, 2021	<p>The PD underwent a staff restructuring that allowed for the creation of a Captain position that has significantly aided in succession planning. In addition, staff has demonstrated the desire and willingness to begin training for future succession in our dispatch center.</p> <p>Enhanced fund balances for business continuity.</p>
2.4.	Develop transparency in all communication.	March, 2020 - Present	
2.5.	Continue to implement financial “best” practices		<p>Completed debt refunding lowering interest rate on outstanding debts. Continue work with financial consultant on city investment strategy.</p>
2.6.	Employ sound technology to maximize efficiency.		<p>Implemented additional ClearGov offerings to enhance budget development and publishing.</p>

<b>GOAL 3- ESSENTIAL SERVICES</b>			
	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details</b>
<b>3.1.</b>	<b>Increase access to quality healthcare services in Sweet Home</b>		
3.1.a.	Memory Care	2021-Present	Mosaic purchased property from Samaritan and has submitted plans to construct a memory care facility. Groundbreaking is expected Spring, 2022.
3.1.b.	Senior Assisted Living	2021-Present	Mosaic purchased Wiley Creek Assisted Living from Samaritan and will be constructing an addition to the site. Groundbreaking is expected this year (2022).
3.1.c.	Physical Therapy	2021-Present	After developing a new urgent care center, Samaritan will be converting its existing clinic into a Physical Therapy clinic.
3.1.d.	Urgent Care	2021-Present	Ridgeway Health opened a clinic in downtown Sweet Home in 2021. In 2022 they added Urgent Care services. Samaritan will be constructing an Urgent Care center near the Wiley Creek Senior Living facility. Groundbreaking is expected Summer 2022.
3.1.e.	Mental/Behavioral Health	2021-Present	2021-Met with Linn County Mental Health to request additional services. At this time, none are available.
<b>3.2.</b>	<b>Improve community safety, Police, Community Design, etc.</b>	July, 2021	The PD has developed a program to collect data and implement responses associated with traffic speed concerns in our community. The program is driven by technology (digital speed signs), our CSO, and our volunteers. The data collected is processed, and areas identified as potential problems are addressed through focused LE effort. Additionally, with the recent changes in Oregon's laws associated with a communities response to homelessness, the PD has worked to establish partnerships with regional outreach programs and organizations to minimize the communities livability concerns related to the impact of homelessness.
<b>3.3.</b>	<b>Develop partnerships with regional services and work to connect them with the appropriate members of the public.</b>	January, 2021	The PD and the CSO have increased our community's access to various regional partners that focus on homelessness, mental health, addiction services, counseling services, and housing services.

<b>GOAL 4- ECONOMIC STRENGTH</b>			
	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details</b>
<b>4.1.</b>	Implement vitalization programs	2021-Present	City staff is working with the Chamber of Commerce on a voluntary registration program, including access to City grants, assistance, and business guides.
<b>4.2.</b>	Support future economic development efforts within City Hall	2018-Present	The City changed the Community Development Director position to the Community & Economic Development Director to focus more staff time on Economic Development. Since that time, this position has deepened relationships with existing partners and businesses, increased marketing efforts, and organized site visits by industrial site selectors.
<b>4.3.</b>	Develop economic and business education opportunities with regional partners	2018-Present	The City has entered into agreements with Oregon RAIN and the Small Business Development Center at LBCC to provide coaching for entrepreneurs, business classes, and networking opportunities for businesses.

<b>GOAL 5- IMAGE BUILDING</b>			
	<b>Objective</b>	<b>Time Frame</b>	<b>Progress Details</b>
<b>5.1.</b>	<b>Develop a Strategic Marketing Plan.</b>		
5.1.a.	Internal Messaging		Communicated updates at regular staff meetings & informal settings.
5.1.a.i.	Positivity		Management Team focuses on positive discussion at their weekly meetings.
5.1.b.	External Messaging	January, 2022	The City purchased ad space and published an advertisement in Site Selector Magazine's 2022 Oregon issue.
5.1.b.i.	Positivity		City Staff communicates the positive happenings with news releases & social media posts.
5.1.c.	Recruitment		The City purchased advertisement space and published an ad in Site Selector Magazine's 2022 Oregon issue.
5.1.c.i.	Remote Workers		Staff is exploring potential code revisions to include conduit with future development to begin the process of creating fiber to the home.
5.1.c.ii.	Businesses	2021-Present	August 2021 - The City hosted a major site selector . While ultimately unsuccessful, Staff have learned from the experience and have used the products of that effort to host future visitors. Staff hosted another major site selector in early March, 2022 and presented information to a major employer on March 29th, 2022.
<b>5.2.</b>	<b>Branding</b>		Communications Specialist is drafting a Communications Policy to assist in giving clear direction to city staff & elected officials on what is consistent with our brand.