



To the Mayor, Members of the City Council,

Fiscal year 2021 served as a repeat of 2020 as for as the City dealing with a national pandemic crisis. Overall, as before, the City of Coburg carried on with great success. Our staff reported to work on a normal basis with only a few times when we did ask staff to work from home when we saw there was a chance of a mass spread of Covid in the office. We were not unscathed, and have had several staff members become sick and did spread the virus to their co-workers. Mostly, this was kept within departments. This did at times affect the capacity to get work done at the City. However, it did not affect the overall work plan as we have been able to keep our heads above the water, and most projects on track. Occasionally, there have been outside influences from regional partners that did slow down our progress, but that was also minimal. What felt like walking in a cloud in 2020 became our norm in 2021 and the staff became very nimble in moving to plan B, changing course, and mastering the art of working within a very challenged and charged public environment.

As we provide Council important information in anticipation of budget season, it is my hope that the information prepared by each department will help you to understand the intentions for their departments, the projects they are planning, and their overall priorities for the coming year. We again offer a written message from each department. These have not been altered except to correct spelling and grammar errors

I would repeat my message last year when I shared that our most valuable asset is our staff. They are incredibly committed and I would say that over the last year, they have become closer as they worked together to overcome the challenges the City faced. Calmer, as they have realized that our work goes on in spite of the environment around us. I would say one of the hardest challenges they have faced is the public who is tired, stressed, angry, and frightened. This effected almost every department, and I would say that our staff handled it professionally, kindly, and with maturity. They are all professionals in their areas, thoughtful in their management, and honest in their expectations.

The City is in a high project era that will last for the next 3-5 years. The water project, street projects, park projects and planning and economic development will continue to drive our work plans. The staff

have not added a lot of projects for fiscal year 2022. This is because many of our projects are multi-year and consume most of the capacity of our staff at this time. Therefore, I would caution adding more projects to already full plates without consideration for who would take on the task. Often, I don't have a staff member to assign it to. An example of this would be a recent discussion of the first responders and management staff of taking on a public information software that the public would opt into for information, and we could send information out to the community through the software. While we all thought it was a great idea, no one manager had the capacity to take on the facilitation and implementation of the software at this time. We have to be very thoughtful over the next few years as to what our staff manage. We need to have a very narrow and focused work plan that specifically addresses the goals and priorities as established by the Council.

We have continued and bolstered our relationships with our local partners as well as the region. In a way, I can say that Coburg is louder in the region than it used to be. We have become extremely vocal in articulating and calling attention to the challenges we face as a community that have a regional aspect. An example of this would be advocating for the I-5 bridge, an east-west connector to reduce traffic on the downtown, and consideration of the Pioneer Valley Estates water system. This is rewarding as we have really built some strong relationships, and it can be challenging as other entities have their own work plans and can't always shift gears to accommodate what we perceive as priority. It is a work in process that we need to continue to prioritize advocating for the City in the region.

As we look forward to fiscal year 2023, we do so with talented leadership in every department. These leaders know the priorities of the City and are working hard to meet the work plan goals. We have a talented group of staff working under our leaders that are committed to contribution, working as a team, and are ready and willing to step up where needed.

Land Use and Planning will continue to be an area where we must surround ourselves with professionals, regional partners, and educated staff. Coburg faces some growth that will keep our planning department busy. However, there is also an extreme interest in Coburg and I believe that any available properties will be occupied over the next 5 years. During these five years the City will see growth in every zone including industrial, highway commercial, Central Business District and Residential. It will be important to continue to educate our commissioners, City Council and the community on the public land use processes. The other piece that will become extremely important is a continued conversation with the community about growth, and their right to provide their feedback and comments as part of the public process.

SUCSESSESS & ACCOMPLISHMENTS

Notable Success

- Management through Covid-19, continuous new policies needed, continuous changes to guidelines, training requirements and building management
- Installation of a Public Meetings “Suite” in the Council chambers which included installation of cameras, TVs, computers and sound.
- Management of remote Public Meetings – City Recorder continues to master this.
- Management of several complicated land-use applications and challenges that greatly affect the community as a whole. These are ongoing
- Continued work with region, DLCD, and Regional Solutions Team
- Completion of capital projects in multiple funds including general, parks, streets, and water
- Implementation of Oregon Main Street program
- Implementation of the TUF fee and beginning planning for projects.
- Continued improvement in information to public including mini-newsletters and social media
- Continued coordination with Committees to enhance communications and implement goals setting process.
- Continued work of the Ad-Hoc Committee on address Development Code for the Central Business District and other portions of the code.
- Implementation of new copy machines at City Hall
- New windows, paint and siding replacement at City Hall
- Completion of the Bike Hub in Pavilion Park
- Completion of Land Swap contract that allows for the City to own all of Pavilion Park area.
- Prioritization of ARPA funds to City Projects
- Updates to the Majority of employee Job Descriptions
- Review of employee benefits and updates to the Employee
- Completed Salary analysis and update to the Salary schedule of the City
- Continued overall quality management of the City Administrator and all Department Supervisors that has resulted in a City that is fiscally sound and progressively moving forward to meet the current and future demands of the community

GOALS AND PRIORITIES FOR FISCAL YEAR 2023

Overall, our goals remain very similar to 2022

- Staff capacity that meets the demand for essential services
- Support of Department Heads by making sure that they have the tools and resources needed to lead their departments successfully
- To encourage leadership at every level of the City
- To continue to build strong partnerships with community partners
- Strong regional outreach, communication and partnership on transportation and economic development

- Management of City capital projects including fiscally, operationally, and timely.
- Continued Improvement of Communications to the Council, Committees and Community
- Website update and enhancement
- Initiate implementation of new brand for City

CAPITAL PROJECTS/EQUIPMENT NEEDED FOR ADMINISTRATION

| CAPITAL PROJECTS/EQUIPMENT NEEDS | WHY IS IT NEEDED? | WHAT YEAR IS IT NEEDED? |
|---|--|------------------------------------|
| City Hall Façade Design/Build | Mainstreets – Development Code Requirements | Design in 22, build in 2023 |
| Interior Paint, carpet | Maintenance | 2023-2024 |
| Finance/system software | Fiscal responsibility | 2023-2024 |
| Parking Lot Maintenance | Maintenance | 2023 |
| City Hall Outdoor Lighting | Maintenance/Night Sky | 2022-2023 |
| Computer Equipment Upgrades | Ongoing Update to Equipment | 2021 - ongoing |

WHAT DO YOU REALLY WANT THE CITY COUNCIL TO KNOW ABOUT CITY ADMINISTRATION?

My position as the City Administrator commands that I balance the needs of the individual departments with the need for the City to remain fiscally strong, and to ensure that our programs and services are sustainable. This can sometimes be challenging when there is so much need, and so much growth happening at the same time. Managing the staffing capacity while we are working through a high project phase for the City will continue to be something that needs to be top priority

The City has provided start-up for Main Street and will continue to provide the umbrella and structure until it can get on its feet as a 501c3 entity.

Coburg will continue to be challenged with land use and transportation issues for several years to come. The City Council and the Planning Commission, as well as the Citizen Committees must listen carefully to the voices in our guiding documents such as the comprehensive plan and vision statement. These voices speak loudly about the kind of community our residents want to reside in. The challenge is to balance those voices with Oregon State mandates of land use, state planning goals, and the challenges of transportation when we don't own the roads that provide for the commuters and commercial traffic. As our voices become louder in the region, we will take on more land use projects in order to solve some of the issues we have brought to the forefront. We need to be prepared for that.

I am always in awe and proud of a little City that is so successful. I have heard from representatives from regional and state agencies that Coburg is the City to watch. I think that is something to be proud of.

It is an honor to serve the City of Coburg, its Council, staff, and citizens.

Anne Heath
City Administrator