

City of Hood River
City Council Work Session
February 6, 2021

Council: Mayor Kate McBride, Mark Zanmiller, Megan Saunders, Tim Counihan, Jessica Metta, Erick Haynie, Gladys Rivera

Staff: City Manager Rachael Fuller, Finance Director/ACM Will Norris, City Attorney Dan Kearns, Fire Chief Leonard Damian, Police Chief Neal Holste, Public Works Director Mark Janeck, City Engineer Wade Seaborn, City Recorder Jennifer Gray, GIS Analyst Jonathan Skloven-Gill

Absent:

CALL TO ORDER – Cell Phone Reminder – 8:30 a.m.

I. Welcome and Agenda

II. City of Hood River proposed 2021 work plan

Fuller presented a PowerPoint presentation. The work plan makes Council's priorities clear to the organization, to the community and is the road map for the year. Fuller gave a brief introduction of City services, reflect a bit on 2020 and will leave the meeting to Council to discuss the work plan for 2021.

Infrastructure – water, sewer, roads and maintenance of physical assets, including parks, right of way, buildings and equipment. The City owns and maintains more than \$100 million in physical assets. These community investments are leveraged for private investment in our community and our economy (houses, buildings, companies). In 2020, the assessed value of these private assets was \$1.1 Billion.

Maintaining and operating these assets, especially given some of the deficiencies, is an enormous responsibility and one that we take very seriously.

Public safety. Community insurance policy, the people who show up when something goes wrong. 24/7 emergency response from police, fire & EMS.

Community identity and standards – The city regulates the built environment through standards and regulations. These conversations are really about people's values and their hopes, dreams and aspirations for themselves and their community. The codes regulate things like how close we live together, how tall are our buildings, how much green space is woven through the community, is the City walkable community, a bikeable community or a drivable community

Finally, an internal organizational infrastructure of finance, human resources and administration supports the service delivery system.

Fuller reviewed the 2020 Goals and Strategies put in place for the pandemic.

Goals:

- Maintain employee and public safety
- Minimize service disruption
- Support community
- Prepare for recovery

Strategies:

- Follow public health guidelines
- Implement operational modifications
- Support County response
- Coordinate with community partners
- Support business response
- Support vulnerable populations
- Implement Council work plan

The City stuck

with strategies and largely met goals that were set. She is proud of the organization, City employees and community partners for what was accomplished during this difficult year.

Adapted City services to a remote or distanced environment and implemented safety protocols for all City employees who could not work remotely. Increased social media followers by 30% and our email subscribers by 25% and website page views by 143%. Responded to local protests for police reform. City Council adopted a resolution for equity and inclusion. With the Mayor's leadership and support from our police chief, reviewed use of force policies and use of force statistics for the Hood River Police Department, made changes and communicated these to the community. Distributed \$195,000 in CARES money to community, shoring up community services and providing services to the community's most vulnerable residents. Created a program for use of the Right of Way to assist businesses affected by COVID and supported Chamber efforts to assist businesses.

Fuller stated on behalf of the organization, we are proud and grateful to have been of service to the community during this past year. With Councils leadership, made steady progress on the 2020 work plan.

Summary of 2020 Workplan accomplishments:

- Purchased land for affordable housing using grant funds and construction excise tax.
- Prioritized infrastructure projects – completed the design for the Cascade and Rand intersection. completed phase 1 of the waterfront stormwater line project and

began the multi-year project to reconstruct failing sewer lines and replace water lines. Paid down City liabilities including PERS and secured \$400,000 in matching funds. Hired a social worker to provide direct outreach to community members experiencing homelessness, filling an identified gap in services and strengthening our relationships with social services. City Council is in the process of modifying the zoning code to allow a more diverse mix of housing types citywide. Created a safe routes to school map and bikeway. Together with the development community, identified major barriers and roadblocks in development review process and an action plan to address them. With our partners, adopted the multi-jurisdictional parks and recreational master plan.

Strategic project management through the Council Work Plan process delivers community outcomes and results.

Unlike many cities, the City has not had to reduce services and our financial projections show the City will end the year with a 25% general fund ending fund balance. Many years of prudent financial management. Combined with smart financial decisions such as putting a hold on urban renewal collections, cutting spending and holding positions open.

One of the primary drivers is that we run lean. For the past three years, we have had operating surpluses. Fuller reviewed a slide showing major revenue trends. COVID introduced a level of volatility into normally stable and steadily growing revenues. Revenue sources driven by consumer discretionary revenue sources down, ex. Lodging Tax & Parking took the sharpest hit and have yet to recover. The City has been able to withstand a major decline in tourism correlated revenues, largely because our diverse mix of revenue sources, because the Columbia Cascade Urban Renewal District expired and because of the one-time property tax bump from a pause in URA collections, which has helped offset other losses. Property tax revenue will level off next year.

Challenges: Financial recovery and Community cohesion.

What began as a health crisis quickly became an economic crisis and a social justice crisis. Locally and nationally our social contract has been tested and our social fabric has frayed. Not just the pandemic, but a period of significant social change. Some have equated current day to the 1960's and further back, to the Civil War and to the Gilded Era – all period of incredible social and societal change.

With Council's leadership, we will meet the challenge.

Financial policies were put into place before the pandemic and these provide a clear roadmap for recovery for the organization. The City will remain lean until we have some additional certainty about the recovery.

In addition to day-to-day services, the organization works on Councils collective priorities. The Council Work Plan provides focus on the outcomes that are important to the community. This collective prioritization is one of the hardest and most important roles of a well-functioning City Council. The City is a small and lean organization. Most of our time is spent on operations and we are still operating with significant constraints due to the pandemic. There will always be more work to do than the City can do in a single year, and no organization can accomplish everything in one year. The best City Council's focus on the difference they want to make and the changes they want to see in the community over the long-term. When Council talks about this, keep it high level and phrase it in positive terms – this helps others see the opportunity rather than the obstacles.

Many of the outcomes are community outcomes and the City is only one player. Bringing these efforts together will require a focus on collaborative efforts. City Council has a strong voice in advocating for other entities to help achieve these broader outcomes including parks and open space, affordable housing and community safety.

This has been a very difficult time for so many in our community and it's easy to see the problems that we have around us. But the City must continue to focus on the positive and be optimistic about the future and keep getting better. With Councils leadership, they can create an aspirational and hopeful narrative about who we are as a community and how we want to be together. As we build this organization and serve the community, there will be ups and downs and Council's positive support, leadership and vision is our most important asset.

Shifting back to the Council Work Plan.

2021 work plan incorporates input from Council throughout the year. City staff proposes projects. Projects emerge from regulatory requirements and mandates the standing Council committees to provide a prioritized list of projects to meet Council's stated goals. This fall, the City sought input from the public via an electronic and paper form. The opportunity was promoted on our website, in the local media, via social media, via a direct email. The work plan was vetted by Fuller as a proposal that she believe accomplishes the most important work.

Fuller reviewed the 2021 proposed City Council Work Plan. A brief description is included in the meeting packet.

- Affordable housing production strategy
- 780 Rand Road housing development
- Zoning code improvement
- Equity assessment and plan
- Community health and behavioral health partnerships
- Communications and community engagement
- Historic Columbia River Highway
- Fixed local bus route
- Safe routes to school
- System development charge study
- Public safety and community services
- Water and sewer line reconstruction
- Wastewater treatment CoGen

- Hybrid vehicles and charging
- City facility energy assessments
- Capital improvement plan for parks

Fuller highlighted a few projects: affordable housing tool and strategies, Rand Road Housing Development Strategy, Waterfront stormwater pipeline replacement project, and reconstruction of water and sewer infrastructure project that will take place for the next 9 years.

Fuller turned the meeting over to the Mayor to facilitate the discussion.

III. City Council discussion

Mayor McBride thanks Fuller for her high-level report. She thanked Fuller for the work that has been done on the water and sewer infrastructure project. This has been a mandate by the State for a long time. No previous City Manager would take this project on. It is needed to be done. It is very time consuming, expensive and important. No one has put it on the work plan, to make it a priority. It will be a disruption in certain areas of the City when the project gets going, but it is something that needs to be done to keep the City functioning and keep the value of the private sector high.

Mayor McBride stated she would love to accomplish the items listed on the proposed Work Plan for 2021 and some will be ongoing in 2022. It is ambitious and there is a lot of meetings that have been scheduled. It is a lot of work, but she believes everyone is up to the task.

Councilor Zanmiller suggested discussing each of the categories on the Work Plan. He has scope of work questions and comments on most of them. Council agreed.

Fuller noted staff will build the budget based on Council's policy direction and staff has made it clear where there might be additional investment needed. Each of the categories have specific projects. They will need to come back and make sure the projects themselves meet the outcomes Council want to see. They would do this in a subsequent meeting with Council on each project. A policy development meeting or workshop meeting would be held where staff would bring a scope for each project and receive direction and input from Council. This is intended to be a realistic list of projects.

Work Plan Discussion

Council agreed to review each project in the Work Plan to discuss and give comment. The projects listed are not in any type of priority.

Inclusive and diverse housing inventory

1. Affordable Housing Production.
2. Rand Road Development, Phase II.
3. Zoning Code Improvement Project.

Mayor McBride stated the three items listed were projects worked on in 2020. She will ask each Councilor to confirm if they want to continue the work and ask for comments.

Councilor Metta stated she has no commented or questions. She understands the list of projects.

Councilor Zanmiller stated he is support of the three projects. The middle housing they are working on right now is great. On the affordable housing production, from the beginning it was the City counting on partners and facilitate partner agencies to be the lead on this. The City does not have the staff or expertise inhouse to do developments. They should be focused on facilitating partners to build the housing.

Fuller confirm EcoNorthwest will present information on Monday to help identify the policy tools that will assist the partners in developing affordable housing. There are tools at the Councils disposal, many have been identified through previous work, but they do need to determine which ones they will enact and how they will be implemented in partnership with other community partners.

Councilor Saunders is in support of the projects.

Councilor Counihan stated this is a great category and he looks forward to the discussion on Monday evening with EcoNorthwest.

Councilor Rivera stated she fully supports these projects. The only change she would suggest is for it to read "Equitable and Diverse Housing". Being very intentional social justice in general and be very intention with the language being used.

Councilor Haynie believes this is a great category. Addressing the housing shortage has been a top priority for many years. These three projects are appropriate. He believes they are appropriately focused on addressing shortages at 120% and below because that is where the need is. Hood River is becoming increasingly attractive not only a regional but nationally level. That is pushing prices higher. People at the lower end are receiving the brunt of that. Focusing efforts and resources on 120% and below, is the appropriate thing to do. They should also foster relationships with developers for multi-family housing.

There was discussion regarding multifamily housing development and why that type of development has not happened in years. Council agreed to building relationships and further discussions with developers and other interested parties.

Councilor Metta and Saunders agreed with Councilor Rivera's suggest for the language change.

Councilor Counihan stated as they go through the projects, they should keep an eye on the environment.

An equitable and inclusive community

4. Equity Assessment and Plan.
5. Community Health and Behavioral Health Partnerships.

Mayor McBride stated work has started on this with the recent presentations at Council meetings. The City will continue working with community partners and invite them to present at meetings, to inform Council on their services and needs.

Fuller reviewed the steps for the equity assessment plan. First step is to determine a shared vision and language. Co-creating this with the community is going to be important. To understand within the context of City services, what does this mean. Staff is looking forward to this work and partnering with those who are trained in this strategic work. An RFP will go out for the partnership and move forward from there.

Councilor Metta likes the projects on the list. She appreciates Fuller's leadership in helping come up with the concept of educating Council on the community health and behavioral partnerships. It is not clear what the role is for the City. She does not see the City hiring behavioral specialist.

Councilor Haynie agrees both projects should be on the list and glad to see them in respect to the community health and behavioral health partnerships. He believes determining what the problem is needs to be solved. It's an important key part to number five. Once that is known, organize the community around it to solve it. He suggested from what he has heard, it might be some type of mental health situation that might even be regional, not just for the City. He feels he does not know enough to be more specific at this time, but it's an important issue to focus on.

Mayor McBride also feels she does not have enough information to make a good decision. Gathering information to make a good decision is what they are starting with.

Councilor Rivera likes both projects. She does not see a timeline and questioned how the City plays a partner to the behavioral health consultants and experts in the community. As seen in the comments, this is something the community feels very strongly about. It is the right thing for Council to be simply aware of the barriers, identifying them and determine how they can be a partner to continue the collaboration.

Councilor Saunders stated these are great projects and very important.

Councilor Counihan agrees with what has been stated. He suggested receiving a brief background on the problem that needs to be addressed. That might be helpful. He is excited to get started on these important projects.

Councilor Zanmiller is happy Council is all on the same page for this category. Having a clear eye towards equity and inclusion, is something they need to continue to improve. These are two good projects. He is worried the City will be put in a position where the community wants the City to own these things. Community partnership is going to be the key. He is concerned the City will be taking on too much, while supporting to be a good partner with all the entities to bring solutions.

Mayor McBride agrees with all the projects. She has nothing to add.

Fuller stated there is already a lot of good working being done in the community within both the behavioral health system and medical system. Tapping into the work and being a strong partner is the intent. Staff would do that work and report back to Council when

there is an identified community need. Council can then have a discussion on what is appropriate for the City, and where the Council wants the City to be at in partnership.

Informed and engaged community

6. Community Engagement Continuous Improvement and Investment.

Mayor McBride stated its good to hear the City is doing better on communication. She read all the comments from the public and noticed there was comments on things that have been taken care of or being addressed. This indicates to her that the public is still not getting information even though there has been improvement. She is interested in hearing from Council on this issue.

Councilor Saunders stated it is important to keep working to improve. She commended staff for their work on this. It was nice to see positive feedback from the community.

Councilor Counihan he is very supportive of this project. He is thankful the City is making progress. He asked if meetings will be provided as videos. He also wondered if meetings could be translated. Fuller stated those things will be looked at when the new software is installed for meeting management.

Councilor Rivera also asked about translation and ADA accommodations. She noted to be aware of equitable opportunity; not all have access to the internet. What are other efforts to get information out to the public. She suggested using community partners to help get information disperse.

Councilor Zanmiller gave acknowledgment to the work done on the website and the building processes that are now accessible online. It is a great path the City is on and looks forward to continuous improvements and keeping it fresh.

Councilor Haynie agrees with comments made. He has seen an improvement in the substance in the communications to the public and the different ways it is going out. He also has seen improvement in communication during emergency situations. He has also seen an improvement in the school districts communication. He agrees having the meetings in video is a good idea. It also allows the public to watch the meeting when they have time. He thinks everyone has become isolated as a society. It is important to him to acknowledge the lack of ability to interface with the community and people who have elected Council. He feels isolated and knows others feel the same. Humankind was not supposed to be isolated like this. Humans are social creatures. It is hard to do their jobs, if they cannot interface with people. He is not suggesting any type of timeline, but he would suggest they have a goal of getting back together when they can. It is important to be together and share moments. That is what community is. It is hard to connect on Zoom screens. It goes to other things that are not happening, such as community events. The lack of art and music in the community turns people away from each other. Events bring people together and the lack of that is a problem. He believes that is partly why there is so much disagreement in society. COVID-19 is making things worse in terms of community connectiveness. He suggested Council set a goal when possible. Do what they can as a policy making body to get the community talking to one another, so they can understand and apricate each other.

Mayor McBride thanked Councilor Haynie for his comments. She feels the same and wants to get back together when it is possible. It is important and it will bring people together. This is a great goal, and more money will be needed on technology and create a plan for those who cannot go to meetings in the future.

Efficient, safe, multi modal transportation system

7. Historic Columbia Gorge River Highway.
8. Fixed Local Bus Route.
9. Safe Routes to School.

Councilor Metta stated it was clear to her from public comments they don't know what multi-modal means. She suggested explaining it better so everyone is educated. She wants to make sure Safe Routes to School Committee and the City are working together closely, as they are developing these projects. Fuller confirmed the City is spearheading the committee with ODOT. The next step will be to come back to Council with a list of projects for prioritization.

Councilor Metta wanted to make sure the parking study work is not getting lost. Fuller stated an action plan was produced. The organization will continue to work on implementing those items. Staff can give updates to Council.

Councilor Saunders thinks all three projects are great. COVID-19 has been a challenge for public transit.

Councilor Rivera she asked about bus shelter for CAT. She remembers this being discussed last year. She asked if it could be added. She would like to see bilingual signage. She asked if there is a plan to reach out to organizations to possible help with children who cannot afford a bike. Fuller stated there is a plan to develop criteria for shelters along with an engineering design; it is included. Mayor McBride also confirmed shelters will be discussed in the future.

Councilor Zanmiller likes all three projects and emphasizing that local routes is a CAT project and the City is a partner, versus the other way around. He asked that language be added under No. 7 stating the City is working through items suggested in the parking plan. He believes it would be beneficial communication wise. Getting the parking committee together twice a year for a check-in would a good idea. It would show it is still a living project. It would be in the City's best interest to publicize it that way.

Councilor Haynie stated these are all great projects. He is excited for the Historic Columbia Highway project; it brings to mind the possibility of a refreshment of the westside of the City. It seems like it will be a community, business, and beautification plus for a gateway concept. It is going to be a lot of work and take many years, but it will be a great thing long-term for the community. He is also excited about Safe Routes to School project.

Councilor Counihan agrees with the list of projects. He asked Fuller about the timeline with ODOT. Fuller stated staff will have something back from ODOT and report back to Council in the next couple of months.

Nilsen added that ODOT just finished contracts last month with the project. Staff just had their first internal meeting to identify stakeholders. They are one meeting into project identification. It is going to kick off within the next month and move fast. He will have more information to share soon, along with a timeline.

BREAK: 10:00am – 10:10am

Well maintained Community

- 10. System Development Charge Study.
- 11. Public Safety and Community Service Facility.
- 12. Water and Sewer Line Reconstruction Project.

Mayor McBride stated they are talking about above the iceberg items but a lot of this is below the iceberg. They are bigger projects not taken on or ongoing studies that need to continue all the time. These are necessary items to keep the City maintained and functioning.

Fuller added there are very important policy considerations staff will bring to Council. That is the reason they are listed on the work plan.

Councilor Rivera asked about the communication regarding the water and sewer project. She asked staff to think about equitable ways to communicate to the public, during all stages of the project.

Councilor Counihan believes it would be interesting and informative to understand how all of these are interconnected. How they affect one another. He would also like to see an implementation timeline. He agrees with the comments made by other members of Council.

Councilor Haynie stated these are large projects. For the sewer and water project, it will be important for the City to emphasize how important it is for the City infrastructure and projecting the wastewater treatment plant.

Councilor Saunders stated these are all important projects and critical to the operations of the City and community.

Mayor McBride stated these are projects that need to be done. She noticed some of the comments made by the public must have been made prior to the decision to put a hold on the City only police station at the Columbia Lot.

Environmentally Sustainable Community

- 13. Wastewater Treatment Plant CoGEN
- 14. Hybrid Vehicles and Charging
- 15. City Facility Energy Assessments

Councilor Counihan stated these are all great projects. He is excited about the Wastewater Treatment Plant CoGEN discussion. Using it to generate energy would be

fantastic. Looking at reducing the effects of the City fleet is good. It is going to be a while before some of the larger vehicles that run on diesel will be replaced. There is a new type of diesel that could potentially in the short term, reduce the City's carbon footprint. He suggested that idea to consider moving forward. He believes there are other things that can be done, such as working with high schoolers to take the climate pledge and value their input.

Councilor Zanmiller feels the street tree and tree ordinance discussion Council recently had fits under this category. Fuller stated the direction give to staff was to weave that into other code updates. When they are discussing incentives for housing and other things, to include it. That is the plan right now. It does not show up here, but it has not been lost. Councilor Zanmiller stated his point is more to communicate what the City is doing. He believes there is advantages including it, even if it's a point or two stating it will be worked on. Also, telling the community the City is continuing to monitor and work on that, it fits into a couple of these things. He suggested a sentence to be added. He also suggested trying to leverage partnerships with electric companies to have electric vehicles charging infrastructure that is beyond the City's fleet. Recognize within the text and looking for opportunities that show up.

Councilor Saunders is supportive of all three projects. They are great steps forwarding working towards their goals and plans. She would like to learn how Council can be a more effective partner with the Energy Council.

Councilor Rivera likes what she sees. She questioned how the City is partnering with people, as they think of this assessment phase and potential economic growth opportunities within the local community.

Councilor Haynie believes these projects are consistent with the Energy Plan and the Council Climate Pledge. He likes what he sees. He has often thought the City's waste water treatment plant is the single most important physical asset the City has; image the City without it. Having it be an energy component that is positive, rather than a negative somehow would make the plant even more of a unsung hero of the community. It is a great idea. He agrees making sure this not just an optics thing, they are really making decisions based on true calculated determinations that it's going to be either a net energy savings or a cost savings, not just because they want to appear they are doing something. They want it to be something that moves the needle.

Mayor McBride agreed with the wastewater treatment plant project. It is the largest monthly bill. She agrees with the hybrid vehicles, charging stations and City facility energy assessment. Doing these things will save the City more money to put towards other things. She explained the State is going to look at Reach Building Code. It would be developed for cities and counties to adopt. It will not be mandatory, but it could be an incentive if a builder is willing to use the code when they build. She believes the Energy Council is going to ask the City to support this if the State develops the code.

Adequate Park and Open Space

No. 16 Capital Improvement Plan for Parks with implementation measures.

Councilor Haynie stated this is a large project. He is reminded of the pretty green circles on the Westside Plan and the Parks Plan. Turning those green circles into actual park that gives a place for children and families that live in those new areas, is going to be very important. This will be a hard task. The money part is always the hardest part, along with the sequence of events that need to happen. There is a lot of advanced planning and effort that needs to go into that, to make sure the parks happen. Focusing on the capitol important plan and he sees a number of bonds coming to the community in the future. They will need to be strategic in the sequencing. He believes a parks bond is the right thing to do.

Councilor Metta is glad they are looking to make the plan a reality. She is also glad to see staff actively looking for opportunities now.

Councilor Counihan agrees with what has been stated.

Councilor Zanmiller wanted to amplify on what Councilor Haynie stated. It is consistent with things he and Fuller have discussed. Acquisition of easements and open space land is absolutely the first thing they need to do. They can be developed later but if they do not have the land, they will not have the option to develop parks. He believes working with Park and Rec to have access to SDC funding is going to be important. That is a political task. Now is the time to start working together to acquire land.

Councilor Rivera agrees with everything that has been stated. She wanted to mention her appreciation for parks in general, now more than ever. She has taken parks for granted in the past. She is grateful the parks that exist in the community.

Councilor Saunders appreciates the work staff has done at the operational level, including improving communication and partnerships over the last two years. This project is an important step to have a plan. It is critical to work on grant funding and other funding efforts. It is clearly the next step.

Mayor McBride stated if they had something that she calls a shadow plat of the westside, showing where streets are going to be, they can identify where the green circles can go. The City can then start talking to landowners. The money and partnerships with Parks and Rec are critical. They need to do this sooner than later; prices are only going to increase.

Questions:

Mayor McBride asked Councilors for questions or comments before adjourning the meeting.

Councilor Metta asked about challenges on the food carts regulations.

Fuller acknowledge there are challenged with the food cart regulations. It is not something staff would have the capacity to take one right now, in regard to the code update. It is a future work plan item.

Councilor Rivera also had concerns about food carts not being on the work plan.

Fuller explained food carts are currently allowed right. There is a lot of conversation to be had on how Council wants to see those in the environment long term. Where there have been some complications is on permanent installations of food carts. That is what the conversation is going to be about. It's a large policy project that Council can decide to take on at some point.

Councilor Metta is fine with leaving that project for a future year.

Councilor Saunders asked if the City is still giving current food cart businesses COVID - 19 relief. Fuller stated the direction staff received was to bring something back to allow food carts to stay in place. She will have to refresh her memory on where they are with that. What she was referring to was the larger conversation and policy work that would need to be done.

Mayor McBride clarified food carts were allowed to stay in place due to COVID-19. Normally they would have to relocate every six months to another location. The larger question of whether those food carts should have to move every six months when COVID-19 is over. There was consensus on Council to continue to give food carts support during COVID-19. Fuller will make sure the proper process has happened, to continue to give them support. She will report back.

Councilor Zanmiller had a couple of things he has not seen but they might be covered. First, continue relationships with the Downtown Business Association and the Heights Business Association. Second, the City partnered with CAT on the trolley. In 2020 he thought the City was going to take it on, but it was disrupted by the pandemic. He asked if that will show up in 2021 or 2022? Fuller stated that has not been on staff's radar. Staff will start the conversation with CAT.

Mayor McBride stated they received a lot of public comments. She hopes they will be able to meet in person at next years work plan session. Council should think about if they would like a facilitator or doing the public survey in a different way. She thinks the meeting went very well this year, Council discussed each subject and there was good participation by everyone. She believes the list of goals are very ambitious and Fuller is confident in getting these done or get them to where they need to be, by the end of the year. There will be some that continue into 2022 and beyond. The City still strive to get as much progress done as possible.

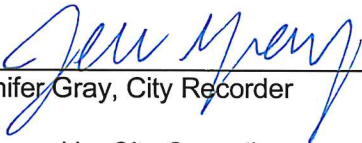
Mayor McBride encouraged Council members to meet with Fuller individually when needed. There is a lot of explanation needed for things that are happening. It will be beneficial to get high level detail prior to meetings.

Fuller will bring the final work plan document for formal approval at the February 22 City Council meeting.

IV. Next steps & adjourn at 11:07 a.m.



Kate McBride, Mayor



Jennifer Gray, City Recorder

Approved by City Council on

2-22-2021