

Gilliam County Court  
Work Session  
3/13/2019

Judge Farrar opened a special facilitated goal-setting work session of the Gilliam County Court at 1 p.m. at the Gilliam County Courthouse in Condon, Oregon. Present were Judge Elizabeth Farrar, Commissioner Leslie Wetherell, Commissioner Sherrie Wilkins, Court Administrator Sandy McKay, and Lindsay Hill of Hill2 Consulting.

### **WORK SESSION: FACILITATED GOAL SETTING**

#### Introduction/Goals/Process

Lindsay Hill, facilitator for today's goal setting work session, introduced himself and outlined the goals and agenda for the day:

- Set one-year goals for the Court (actions the Court can take in the next nine months to one year in service to key goals for the county);
- Build a foundation for a full strategic plan.

Hill said that after interviewing members of the Court, he determined four roles the Court might want to consider when setting goals for the next nine months to one year:

1. Lead by proactively initiating new actions to reach goals, with assistance from others (housing, infrastructure, technology, and communication).
2. Partner with existing agencies to pursue the same goals (business development and healthcare).
3. Provide support for the efforts of others as appropriate, and engage when asked and able (recreation, tourism, education, community image).
4. Conduct research to document and proactively build the basis for future action.

### **AREAS WHERE THE COURT MIGHT TAKE THE LEAD**

Hill noted that the Court views **housing, technology and communication, and infrastructure** as the foundation (building blocks) for business development and for attracting and retaining better and more extensive healthcare resources.

- **Goals: Housing -- Generate the county's growth and long-term viability by developing housing for our residents, our workforce, and people moving to the county.**

#### **Action plan:**

- Building Codes: Hold discussions with Wasco County to determine if a resolution is possible. Part of the decision/negotiation involves what member counties

intend to do with reserves remaining from the county's previous partnership with MCCOG. If no agreement is reached, the court must consider other options for building code services, such as partnering with Morrow or another county.

- Continue to partner with Pioneer CDC to review and revamp housing and develop incentives programs, and determine why people aren't taking advantage of the incentives.
- Resolution of issues at the trailer park in Arlington, including property, tax and social/human issues. Judge Farrar will assume the lead role.

**Questions and comments:** Roadmaster Dewey Kennedy and Condon City Administrator Kathryn Greiner were in the audience. Both commented that lack of a building inspector and the resulting backlog are the biggest hurdles to new housing in the county.

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**→ Goals: Technology and Communication -- Development and support of quality technology and communication. Set and reach the goal of 100 percent access to affordable, high-speed Internet service in Gilliam County.**

**Action plan:**

- Formation of a county-wide fiber committee, including the adoption of a county-wide strategic plan, to support the efforts of partners and providers and to encompass businesses, schools, healthcare, and other entities. The county-wide committee/plan isn't intended to take the place of the City's plan, but the two will interface. Judge Farrar and Kathryn Greiner will spearhead formation of the committee.

**Questions and comments:** None

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**→ Goals: Infrastructure -- Expansion of current infrastructures such as water and wastewater systems, roads, rail, and barge facilities, and industrial land development.**

**Action plan:**

- Complete a buildable land survey initiated by Community Development Director Rachel Weinstein. As supervisor, Judge Farrar will take the lead and work with Weinstein on a survey for the entire county.
- Summary/status and creation of master plan of current projects and derelict/empty buildings, with Shutler Industrial Park as a primary focus.

**Questions and comments:**

Kathryn Greiner commented that once housing is available, public transport for workers could be provided from the south end of the county.

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**AREAS WHERE THE COURT MAY PARTNER WITH OTHERS**

**→ Goals: Business Development -- Encompasses expansion and retention services, entrepreneurial development and support, as well as new business recruitment to the area.**

The Court discussed the relationship with the Port of Arlington. Judge Farrar commented that a clearer understanding of how the partnership works is needed before further action can be taken.

**Action plan:**

- Address the Intergovernmental Agreement with the Port of Arlington regarding the Willow Creek Project before addressing the structure of the Port/County partnership. The entire Court will work together with the Port.

**Questions and comments:**

Les Ruark of Lower Rock Creek was in the audience and stressed the importance of coming to an understanding with the Port and said it might be helpful to compile a history of the Port/County partnership. He encouraged the Court to work closely with the Port to gain a greater understanding of how the two entities can work together.

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**→ Goals: Healthcare - Support healthcare services for Gilliam County residents; both sustaining and expanding local services offered.**

The Court agreed to strengthen the partnership between the county's health districts by offering support when requested by the board of directors of each district.

**Questions and comments:**

Les Ruark encouraged the Court to place a higher priority on county roads and to recognize the work of the Roadmaster and the newly formed Road Advisory Committee. Judge Farrar agreed and said it's important to make that explicit in the goal-setting document.

Kathryn Greiner encouraged the Court to consider the availability of industrial land, including the undeveloped area around the Condon State Airport.

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### **AREAS WHERE THE COURT MAY TAKE A SUPPORTING ROLE**

**→ Goals: Recreation and Tourism -- Tourism development and recreational opportunities for residents, which can be shared with visitors.**

**Action plan:** Continue to encourage the development of tourism in Gilliam County; leverage previous relationships by Judge Farrar and Rachel Weinstein, including partnering with Travel Oregon to conduct a Rural Tourism Studio.

**Questions and comments:** None

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**→ Goals: Education -- Enhancement of current K-12 school programs, buildings and education offerings, and increased continued-education and/or training opportunities for Gilliam County residents.**

**Action plan:**

- Provide resources when there's a need. Otherwise, an endowment and facility needs are better addressed in a larger strategic plan at a later time.

**Questions and comments:**

Sandy McKay pointed out that the county has contributed up to \$900,000 annually to keep both Gilliam County schools operational. The Court agreed that engagement with legislators to make them aware of how the state's decisions impact rural school districts is necessary.

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**→ Goals: Community image -- Community beautification and civic pride activities, which will, in turn, lead to an improved perception of our communities.**

**Action plan:**

- Reach out to University of Oregon to determine if they have a program that might be suitable for the county's needs; possibly bring in students with specialized skills who can help the county generate solutions in architecture and other areas;

- Explore the possibility of murals in Condon, with an understanding that there might be certain restrictions due to the Historic District designation.

**Questions and comments:** None

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### **AREAS WHERE THE COURT MAY RESEARCH FOR FURTHER ACTION**

- **Goals: Court staffing -- Review County Court staffing to create efficiencies and ensure adequate support for the Court in meeting its agreed strategic goals.**

**Action plan:**

1. Ensure county staffing is appropriate and clearly defined.
2. Ensure current job descriptions fit the defined roles, tweak LGPI job descriptions if necessary.

**Questions and comments:** None

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- **Goals: County service -- Review county services to ensure effective design and delivery.**

**Action plan:** Conduct strategic planning; identify and go through the process of identifying a facilitator and developing a schedule for the longer-term process; have a five-year plan in place in nine months.

**Questions and comments:**

Kathryn Greiner asked if the court is considering planning for county roads, courthouse, industrial park, fairgrounds, etc. Judge Farrar said she has spoken with the County Treasurer about presenting a plan to the budget committee in which more funds would be directed to the Capital Projects line item for long-term improvements.

Regarding a possible goal involving combining North and South Service Districts, Commissioner Wetherell asked which districts would be involved. The response was that all the districts could potentially be involved -- Fire, Health, Cemetery, and Schools. In response to questions presented by Les Ruark and others in the audience, the Court noted that consolidation of districts may, at some point, be considered as a long-term goal, but was presented here only for the purpose of brainstorming and sharing ideas.

Sandy McKay encouraged the Court to consider setting money aside for county services operations, which will become more challenging after the current SIP agreements have sunsetted.

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**→ Goals: Granting programs: Continue to Improve the County's Granting Programs**

**Action plan:** Update of the county's granting programs is nearing completion, with an emphasis on reporting and accountability. Improvement and refinement will be ongoing.

**Questions and comments:** None.

**WRAP UP AND NEXT STEPS**

Hill told the Court that he and Sandy McKay will work together to create a summary of action steps and goals. He said he is available as a continuing resource and will provide facilitation at no additional charge.