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**GARIBALDI CITY COUNCIL REGULAR MEETING
and JOINT MEETING WITH GARIBALDI URBAN RENEWAL AGENCY**

Via Zoom	https://us02web.zoom.us/j/83078808331	Meeting ID:	830 7880 8331
Via Phone	253-215-8782	Password:	344648

FRIDAY, FEBRUARY 7, 2025: 12:00 PM

AGENDA SESSION – Informal question and answer session. Members of the public are invited to attend and participate. (A quorum of the City Council may or may not be present, but no votes or decisions will be made at this meeting.)

TUESDAY, FEBRUARY 11, 2025: 5:30 PM

A. CONVENING OF MEETING/PLEDGE OF ALLEGIANCE

B. JOINT MEETING WITH GARIBALDI URBAN RENEWAL AGENCY

1. Selection of Amendments to GURA Program Requirements
2. GURA Meeting Schedule

C. PRESENTATIONS – None scheduled

D. ITEMS TO BE ADDED TO THE AGENDA

E. PUBLIC HEARINGS – None scheduled

F. CONSENT CALENDAR

1. City Council Meeting Minutes
 - a. January 21, 2025, Regular City Council Meeting
2. Checks issued.
3. Purchases over \$5,000 (January 2025) – None

G. PUBLIC COMMENTS ON AGENDA ITEMS – Members of the public will each get up to three minutes (maximum may be lowered with Council approval) to comment on items on this agenda (except for public hearing items, which may only receive comment at that public hearing). The Council will not engage in back-and-forth conversation during this meeting. If you wish to speak, please sign up on the provided roster.

H. OLD BUSINESS

1. Council Rules Worksession Scheduling

2. Municipal League Conference Attendance Discussion

I. NEW BUSINESS

1. LOC Spring Conference
2. OLCC Application
3. City Manager Evaluation Process Discussion
4. Budget Process Discussion

J. ITEMS REMOVED FROM CONSENT AGENDA

K. CITY MANAGER'S REPORT

1. City Manager
2. Finance
3. Sheriff
4. Public Works
5. Fire
6. Planning
7. Library

L. COUNCIL REPORTS AND COMMENTS

M. PUBLIC COMMENTS ON NON-AGENDA ITEMS – Members of the public will each get up to three minutes (maximum may be lowered with Council approval) to comment on items not appearing on this agenda (except for public hearing items, which may only receive comment at that public hearing). The Council will not engage in back-and-forth conversation during this meeting. If you wish to speak, please sign up on the provided roster.

N. EXECUTIVE SESSIONS – None scheduled

O. ADJOURNMENT

AGENDA ITEM

TO: GURA Board
FROM: Jake Boone, GURA Secretary
SUBJECT: **Selection of Amendments to GURA Program Requirements**
DATE: 6 February 2025

BACKGROUND

At January's GURA worksession, the board indicated a number of items the body may wish to see changed or clarified within the requirements for project funding through GURA. As no voting nor action may be taken at a worksession, this is an appropriate time to officially decide which items should be brought into the program.

Specifically mentioned items included:

- Clarify that sign construction and repair applies only to structural elements, not elements specific to a particular business name.
- Allow acceptance of program applications at all four quarterly meetings instead of only two.
- Add program parameters to expressly include new construction.
- Clarify the guidelines to exclude purely residential properties.

RECOMMENDATION

Staff recommends that GURA determine, by motion, which changes to the current program should be adopted and to direct staff to bring back appropriate resolutions to the next meeting.

COST

None.



Jake Boone, GURA Secretary

AGENDA ITEM

TO: GURA Board
FROM: Jake Boone, GURA Secretary
SUBJECT: **GURA Meeting Schedule**
DATE: 6 February 2025

BACKGROUND

GURA is required to meet quarterly, but its guiding documents do not specify when those meetings must be held. At the January GURA worksession, the general consensus was to hold meetings in February, May, August, and November in conjunction with those months' regular City Council meetings. It is now an appropriate time to solemnify that consensus.

RECOMMENDATION

Staff recommends that GURA, by motion, declares that future meetings will be held at the same time and location as the Garibaldi City Council regular meetings in February, May, August, and November of each year.

COST

None.



Jake Boone, GURA Secretary

REGULAR CITY COUNCIL MEETING MINUTES

Tuesday, January 21, 2025 – 6:30 p.m.

A. CONVENING OF MEETING/PLEDGE OF ALLEGIANCE

Mayor Katie Findling called to order at 5:30 p.m. Present were Councilors Norman “Bud” Shattuck, Linda Bade, Katie Findling, Cheryl Gierga and Sandra Tyrer. Staff present were City Manager Jake Boone and Public Works Director Nick Theoharis.

B. PRESENTATIONS

1. ELECTED COUNCIL MEMBER OATH OF OFFICE

City Manager Jake Boone administered the Oath of Office to Mayor Katie Findling, followed by Councilor Cheryl Gierga, and Councilor elect Sandra Tyrer.

C. ITEMS TO BE ADDED TO THE AGENDA – NONE

D. PUBLIC COMMENT – NONE

E. CONSENT CALENDAR

1. CITY COUNCIL MEETING MINUTES

A. OCTOBER 19, 2020, REGULAR CITY COUNCIL MINUTES

B. MAY 20, 2024, REGULAR CITY COUNCIL MINUTES

C. DECEMBER 16, 2024, REGULAR CITY COUNCIL MINUTES

2. CHECKS ISSUED

3. PURCHASES OVER \$5,000 (DECEMBER 2024) – NONE

Discussion took place about the consent calendar. City Manager Boone stated the May 20, 2024 Minutes included were previously approved, but did not include part of the meeting. Under new business, starting with item 7, the minutes have been amended to add this section. Citizen David Laine had pointed out our error and so these minutes are presented for approval.

MOTION made by Cn Gierga to approve the consent calendar. Seconded by Cn Bade. Motion passed unanimously.

F. PUBLIC COMMENTS ON AGENDA ITEMS – NONE

G. OLD BUSINESS

1. ELECTION OF COUNCIL OFFICIERS

Cn Shattuck nominated Cn Bade as President.

MOTION made by Cn Gierga to elect Linda Bade as Council President. Seconded by Cn Tyrer. Motion passed unanimously.

Cn Bade nominated Cn Gierga as Vice President.

MOTION made by Cn Bade to elect Cheryl Gierga as Vice President. Seconded by Cn Tyrer. Motion passed unanimously.

2. AUTHORIZATION OF CHECK SIGNERS

CM Boone said now that we have names for Council President and Vice President Resolution 2025-01 will add those names to the resolution for authorization of check signers. It has been brought to his attention that being a new year, several dates are incorrect in tonight's resolution drafts and the year 2024 will be changed to 2025 resolutions.

MOTION made by Cn Bade to adopt Resolution 2025-01 with the edits talked about changing the dates. Seconded by Cn Shattuck. Motion passed unanimously.

3. PLANNING COMMISSION UPDATE

CM Boone said at the last meeting the Council heard the issue that the Planning Commission has, which is, there are three people living outside Garibaldi and legally only one person can live outside Garibaldi owning property in Garibaldi. He was then requested to contact the three commissioners to see if anyone would offer to step down. Since then, Nathan Findling the Chair of the Planning Commission has stepped down, Alina Jensen indicated at first, she wanted to stay but he knows there have been conversations since then that he has not been involved in, and he has not heard from Dennis Cavitt. Discussion followed. Staff recommendation is that Cm Cavitt stay on the commission and when Cm Jensen moves to Garibaldi that she re-apply to the commission.

MOTION made by Cn Gierga to keep Dennis Cavitt as the outside person on the commission. Seconded by Cn Shattuck. Motion passed unanimously.

MOTION made by Cn Gierga to appoint Dennis Cavitt as Planning Commission chair. Seconded by Cn Bade. Motion passed unanimously.

4. R-SANITARY RATE ADJUSTMENT

CM Boone said at the last meeting R-Sanitary gave a presentation asking to add a new curbside recycling service to their rates.

MOTION made by Cn Tyrer to accept the request of R-Sanitary. Seconded by Cn Bade. Motion passed unanimously.

Mayor Findling then recessed the Regular Council meeting at 5:48 p.m.

H. JOINT MEETING WITH LOCAL CONTRACT REVIEW BOARD

1. RESOLUTION OPTING OUT OF THE ATTORNEY GENERAL'S MODEL PUBLIC CONTRACTING RULES AND AMENDING PUBLIC CONTRACTING RULES FOR THE CITY OF GARIBALDI.

Mayor Findling called the Local Contract Review Board meeting to order at 5:48 p.m. Present

were Council members Shattuck, Bade, Findling, Gierga, and Tyrer. CM Boone explained to the councilors that they were already wearing their council hat and now they are wearing the Contract Review Board hat also, in Garibaldi those two boards are formed by the exact same people. Before them they have a Resolution to opt out of the Attorney General's Model Public Contracting Rules and Amending Public Contracting Rules for the City of Garibaldi. Staff recommendation is the Council and Local Contract Review Board by motion adopt Resolution 2025-02.

Cn Bade said she thought it was interesting to see the differences between the old rules and the new rules. Mayor Findling asked if there were more record keeping requirements with the new rules. Discussion followed.

MOTION made by Cn Bade to adopt Resolution 2025-02. Seconded by Cn Gierga. Motion passed unanimously.

Mayor Findling adjourned the Local Contract Review Board meeting at 6:02 p.m.

Mayor Findling reconvened the Regular City Council meeting at 6:02 p.m.

I. NEW BUSINESS

1. ORDINANCE ALLOWING FOR ADOPTION OF PUBLIC CONTRACTING RULES, EXEMPTIONS, AND STAFF SPENDING DELEGATIONS BY RESOLUTION; AND REPEALING CITY MUNICIPAL CODE CHAPTER 3.10, PUBLIC CONTRACTS

MOTION by Cn Bade to adopt Ordinance 336. Seconded by Cn Gierga. Motion passed unanimously.

2. RESOLUTION ESTABLISHING PURCHASING AUTHORITY AND SPENDING LIMITS FOR CITY OF GARIBALDI STAFF

CM Boone said this is the final step establishing purchasing authority and spending for the staff, specifically designating a \$25,000 spending limit or \$40,000 contracting limit for him or his designees.

MOTION made by Cn Gierga to adopt Resolution 2025-03. Seconded by Cn Shattuck. Motion passed unanimously.

3. OREGON SAVING GROWTH PLAN AUTHORIZATION

CM Boone explained the 457(B) deferred compensation plan which would allow City employees to take money from their paycheck and put into an account administered by the State of Oregon. There would be no cost to the City.

Cn Bade said she read it makes the City Council a trustee and asked what that means. CM Boone explained it is because the money goes through our system and comes out of employees paychecks and it is our responsibility to make sure the money goes to the right place.

MOTION made by Cn Bade to adopt Resolution 2025-04. Seconded by Cn Gierga. Motion passed unanimously.

4. FACILITIES TOUR SCHEDULES

Discussion was had as to when a tour could be scheduled that would fit in with individual councilor's schedules. The tour was scheduled for Wednesday, February 12th at 1:30 p.m. p.m.

5. GOAL-SETTING WORKSHOP SCHEDULING

After discussion the Goal-setting workshop was scheduled for Monday, March 3rd at 12:30 p.m.

6. COUNCIL RULES WORKSHOP SCHEDULING

After discussion it was decided that CM Boone will send information to the council. Discussion will follow at the next Council meeting on March 17th.

7. MUNICIPAL LEAGUE CONFERENCES

CM Boone asked the Councilors if they would be interested in attending LOC Conferences, what conferences they would like to attend, and what lobbying efforts they would like to support. Discussion followed. All councilors expressed interest.

J. ITEMS REMOVED FROM CONSENT CALENDAR - None

K. CITY MANAGER'S REPORT

1. CITY MANAGER – No report.
2. FINANCE – Report was not in packet, but she gave it to the council. Auditor working on 2020-2021 Audit. She is done with budget except for fine tuning. She recommends keeping tight with spending until audits are done. She will virtually be attending the CIS conference.
3. SHERIFF – Included in packet. Vehicle currently being built, hopefully will be here in 4-6 weeks
4. PUBLIC WORKS – Included in packet. Talked about PFAS testing.
5. FIRE – Report included in packet. They are having drill tonight. Engine broke down at fires in California. It has been fixed and the State of California paid for it.
6. PLANNING – No report.
7. LIBRARY – Included in packet.

L. COUNCIL REPORTS AND COMMENTS

M. PUBLIC COMMENTS ON NON-AGENDA ITEMS

Tim Hall commented on the City's and Visit Garibaldi's websites, people parking boats on public land and the City was never under any obligation financially.

N. EXECUTIVE SESSIONS – None

O. ADJOURNMENT

Mayor Findling adjourned the meeting at 6:55 p.m.

Katie Findling, Mayor

ATTEST:

Jake Boone, City Manager

2/6/2025
6:56 AM

General Fund, GURA Debt Service Fund, GURA General Fund, Parks SDC Fund,
Payments Journal
1/1/2025 to 1/31/2025

Account Number	Account	Amount
1050 1st Security Checking		
1/2/2025 Check / Ref #: 20141 Payee: Pacific Northwest Hydro LLC		
6300	Contracted Services	6,864.50
	Check Amount	\$6,864.50
1/2/2025 Check / Ref #: 20142 Payee: Mikael Hesse		
6455	Janitorial Services	1,750.00
	Check Amount	\$1,750.00
1/2/2025 Check / Ref #: 20143 Payee: SeaWestern Fire Fighting Equipment		
6550	Protective Clothing	1,711.16
	Check Amount	\$1,711.16
1/2/2025 Check / Ref #: 20144 Payee: RVS Software		
6320	Dues, Licenses & Subscriptions	379.90
	Check Amount	\$379.90
1/2/2025 Check / Ref #: 20145 Payee: Charter Communications		
6400	IT Services	169.98
	Check Amount	\$169.98
1/2/2025 Check / Ref #: 20146 Payee: Centurylink		
6630	Telephone/VOIP	64.89
	Check Amount	\$64.89
1/2/2025 Check / Ref #: 20147 Payee: Oregon Coast Wireless		
6400	IT Services	75.00
	Check Amount	\$75.00
1/2/2025 Check / Ref #: 20148 Payee: Sierra Springs		
6500	Office Supplies	11.99
	Check Amount	\$11.99
1/2/2025 Check / Ref #: 20149 Payee: Ferrellgas		
6680	Utilities	624.63
	Check Amount	\$624.63
1/2/2025 Check / Ref #: 20150 Payee: 3J Consulting, Inc.		
6305	Contracted Services PLANNER	4,594.90
	Check Amount	\$4,594.90
1/2/2025 Check / Ref #: 20151 Payee: Rosenberg Builders Supply		
6260	Building & Grounds	300.41
	Maint.	
6470	Minor Equipment	349.74
6590	Street Lighting	156.72
6610	Supplies & Services	429.90
6650	Travel & Training	92.86
	Check Amount	\$1,329.63
1/2/2025 Check / Ref #: 20152 Payee: USA BlueBook		
6620	System Maintenance & Repair	1,159.17
6640	Testing & Sampling	374.13
	Check Amount	\$1,533.30
1/2/2025 Check / Ref #: 20153 Payee: HASCO Stations, LLC		
6380	Fuel & Oil	524.19
	Check Amount	\$524.19
1/2/2025 Check / Ref #: 20154 Payee: Eso Solutions, Inc.		
6300	Contracted Services	6,625.00
	Check Amount	\$6,625.00
1/2/2025 Check / Ref #: 20155 Payee: CSA Software Solutions		

2/6/2025
6:56 AM

General Fund, GURA Debt Service Fund, GURA General Fund, Parks SDC Fund,
Payments Journal
1/1/2025 to 1/31/2025

6320	Dues, Licenses & Subscriptions	2,565.00
	Check Amount	\$2,565.00
1/6/2025 Check / Ref #: 20156 Payee: Country Media		
6520	Printing, Advertising & Notice	451.05
	Check Amount	\$451.05
1/6/2025 Check / Ref #: 20157 Payee: Melora Hitchman		
6500	Office Supplies	94.97
	Check Amount	\$94.97
1/6/2025 Check / Ref #: 20158 Payee: Centerlogic, Inc.		
6400	IT Services	647.60
	Check Amount	\$647.60
1/6/2025 Check / Ref #: 20159 Payee: L.N. Curtis and Sons		
6550	Protective Clothing	414.73
	Check Amount	\$414.73
1/6/2025 Check / Ref #: 20160 Payee: SeaWestern Fire Fighting Equipment		
6550	Protective Clothing	4,172.90
	Check Amount	\$4,172.90
1/6/2025 Check / Ref #: 20161 Payee: NAPA-Davison Auto Parts		
6330	Equipment Repair	346.10
6380	Fuel & Oil	72.40
6490	Office Equipment Repair	489.65
6500	Office Supplies	51.66
	Check Amount	\$959.81
1/6/2025 Check / Ref #: 20162 Payee: Orkin		
6260	Building & Grounds Maint.	165.00
	Check Amount	\$165.00
1/6/2025 Check / Ref #: 20163 Payee: HASCO Stations, LLC		
6380	Fuel & Oil	1,404.51
6680	Utilities	688.94
	Check Amount	\$2,093.45
1/6/2025 Check / Ref #: 20164 Payee: Headlight Herald		
6320	Dues, Licenses & Subscriptions	90.00
	Check Amount	\$90.00
1/7/2025 Check / Ref #: 20165 Payee: Centerlogic, Inc.		
6400	IT Services	926.00
	Check Amount	\$926.00
1/13/2025 Check / Ref #: 20166 Payee: Wave		
6400	IT Services	100.00
	Check Amount	\$100.00
1/13/2025 Check / Ref #: 20167 Payee: Bridge Tower OpCo, LLC		
6520	Printing, Advertising & Notice	58.50
	Check Amount	\$58.50
1/13/2025 Check / Ref #: 20168 Payee: Tillamook PUD		
6680	Utilities	651.22
	Check Amount	\$651.22
1/13/2025 Check / Ref #: 20169 Payee: Country Media		
6520	Printing, Advertising & Notice	48.05
	Check Amount	\$48.05
1/13/2025 Check / Ref #: 20170 Payee: Ferrellgas		

2/6/2025
6:56 AM

General Fund, GURA Debt Service Fund, GURA General Fund, Parks SDC Fund,
Payments Journal
1/1/2025 to 1/31/2025

6680	Utilities	353.95
	Check Amount	\$353.95
1/13/2025 Check / Ref #: 20171 Payee: Verizon		
6630	Telephone/VOIP	536.93
	Check Amount	\$536.93
1/13/2025 Check / Ref #: 20172 Payee: Koontz, Blasquez & Associates, P.C.		
6240	Auditing &	3,000.00
	Accounting Services	
	Check Amount	\$3,000.00
1/13/2025 Check / Ref #: 20173 Payee: PSI		
6610	Supplies & Services	1,231.34
	Check Amount	\$1,231.34
1/13/2025 Check / Ref #: 20174 Payee: Civil West Engineering Services, Inc.		
6705	Grants	501.00
	Check Amount	\$501.00
1/13/2025 Check / Ref #: 20175 Payee: Boyd's Implement Service, LLC		
6330	Equipment Repair	22.63
	Check Amount	\$22.63
1/13/2025 Check / Ref #: 20176 Payee: Grainger		
6610	Supplies & Services	250.97
	Check Amount	\$250.97
1/13/2025 Check / Ref #: 20177 Payee: Northstar Chemical		
6660	Treatment	1,669.00
	Chemicals	
	Check Amount	\$1,669.00
1/13/2025 Check / Ref #: 20178 Payee: Consolidated Supply Co.		
6620	System	1,014.75
	Maintenance &	
	Repair	
	Check Amount	\$1,014.75
1/13/2025 Check / Ref #: 20179 Payee: One Call Concepts		
6420	Licenses, Dues &	20.86
	Subscriptions	
	Check Amount	\$20.86
1/13/2025 Check / Ref #: 20180 Payee: Local Government Law Group		
6415	Legal Notices	178.00
	Check Amount	\$178.00
1/13/2025 Check / Ref #: 20181 Payee: Centerlogic, Inc.		
6400	IT Services	797.50
	Check Amount	\$797.50
1/14/2025 Check / Ref #: 20182 Payee: Tillamook PUD		
6590	Street Lighting	714.60
6680	Utilities	4,592.41
	Check Amount	\$5,307.01
1/14/2025 Check / Ref #: 20183 Payee: USA BlueBook		
6620	System	474.28
	Maintenance &	
	Repair	
6640	Testing & Sampling	181.75
	Check Amount	\$656.03
1/28/2025 Check / Ref #: 20186 Payee: Oregon Coast Wireless		
6400	IT Services	65.00
	Check Amount	\$65.00
1/28/2025 Check / Ref #: 20187 Payee: Ferrellgas		
6680	Utilities	295.45
	Check Amount	\$295.45

2/6/2025
6:56 AM

General Fund, GURA Debt Service Fund, GURA General Fund, Parks SDC Fund,
Payments Journal
1/1/2025 to 1/31/2025

1/28/2025	Check /	Ref #:	20188	Payee:	Centurylink
6630			Telephone/VOIP		65.01
			Check Amount		\$65.01
1/28/2025	Check /	Ref #:	20189	Payee:	Mikael Hesse
6500			Office Supplies		1,408.44
			Check Amount		\$1,408.44
1/28/2025	Check /	Ref #:	20190	Payee:	Tillamook Bay Community College
6650			Travel & Training		914.00
			Check Amount		\$914.00
1/28/2025	Check /	Ref #:	20191	Payee:	Ferrellgas
6680			Utilities		299.62
			Check Amount		\$299.62
1/28/2025	Check /	Ref #:	20192	Payee:	HASCO Stations, LLC
6380			Fuel & Oil		869.18
			Check Amount		\$869.18
1/28/2025	Check /	Ref #:	20193	Payee:	Charter Communications
6400			IT Services		169.98
			Check Amount		\$169.98
1/28/2025	Check /	Ref #:	20194	Payee:	Sierra Springs
6500			Office Supplies		11.99
			Check Amount		\$11.99
1/28/2025	Check /	Ref #:	20195	Payee:	Centerlogic, Inc.
6400			IT Services		217.50
			Check Amount		\$217.50
1/28/2025	Check /	Ref #:	20196	Payee:	3J Consulting, Inc.
6305			Contracted Services		4,042.40
			PLANNER		
			Check Amount		\$4,042.40
1/28/2025	Check /	Ref #:	20197	Payee:	TCCA Farm Store
6660			Treatment		400.00
			Chemicals		
			Check Amount		\$400.00
1/28/2025	Check /	Ref #:	20198	Payee:	Civil West Engineering Services, Inc.
6705			Grants		10,116.96
			Check Amount		\$10,116.96
1/28/2025	Check /	Ref #:	20199	Payee:	Brayden Myers
6650			Travel & Training		10.00
			Check Amount		\$10.00
1/28/2025	Check /	Ref #:	20200	Payee:	Garibaldi Lions Club
6690			Event Expenses		6,000.00
			Check Amount		\$6,000.00
1/29/2025	Check /	Ref #:		Payee:	EFTPS
			EFTPS Payable		18,322.13
			Check Amount		\$18,322.13
1/29/2025	Check /	Ref #:	20207	Payee:	Department of Justice
			Dept of Justice		885.00
			(Paulsen)		
			Check Amount		\$885.00
1/29/2025	Check /	Ref #:	20208	Payee:	Oregon AFSCME
			OR AFSCME Payable		132.71
			Check Amount		\$132.71
1/29/2025	Check /	Ref #:	EFT	Payee:	Meritain Health, Inc.
6010			Personnel Costs		2,735.00
			Check Amount		\$2,735.00

2/6/2025
6:56 AM

General Fund, GURA Debt Service Fund, GURA General Fund, Parks SDC Fund,
Payments Journal
1/1/2025 to 1/31/2025

1/29/2025 Check / Ref #: EFT Payee: OR Unemployment Department

OR SUTA Taxes 1,693.60

Check Amount \$1,693.60

1/29/2025 Check / Ref #: EFT Payee: OR State Workers Comp

Workers Benefit 37.68

Fund Payable

Check Amount \$37.68

1/29/2025 Check / Ref #: EFT Payee: OR State Transit Tax

OR State Transit 71.53

Tax

Check Amount \$71.53

1/29/2025 Check / Ref #: EFT Payee: OR State Withholding Tax Division

OR State Taxes 5,373.57

Check Amount \$5,373.57

1050 1st Security Checking Totals \$161,374.84

Report Totals \$229,431.16

Records included in total = 100

Report Options

Check Date: 1/1/2025 to 1/31/2025

Display Notation: No

AGENDA ITEM

TO: Mayor and City Council
FROM: Jake Boone, City Manager
SUBJECT: **Council Rules Worksession Scheduling**
DATE: 6 February 2025

BACKGROUND

With the seating of a new City Council, it is good practice to examine the existing Council Rules and determine what, if any, changes might be desirable to help ensure the fair and efficient execution of City business. In order to allow sufficient time for discussion and consideration of rule changes, a Council Worksession on the subject would be appropriate.

RECOMMENDATION

Staff recommends that Council select a date for the Worksession.

COST

None.



Jake Boone, City Manager

MODEL

**CITY COUNCIL
CHAMBERS**



Model Rules of Procedure for Council Meetings

MARCH 2017

Last reviewed by LOC attorneys September 2023

Model Rules of Procedure for Council Meetings

Table of Contents

Introduction	3
Disclaimer	3
CHAPTER 1 – General Governance	4
CHAPTER 2 – Meeting Time, Location and Frequency	12
CHAPTER 3 – Ordinances and Resolutions	15
CHAPTER 4 – Land Use Hearings.....	19
CHAPTER 5 – Motions, Debate, Public Comment and Voting.....	24
CHAPTER 6 – Minutes	28
CHAPTER 7 – Appointments.....	29
CHAPTER 8 – Ethics, Decorum, Outside Statements	30
CHAPTER 9 – Interactions with Staff & City Attorney	31
CHAPTER 10 – Censure [and Removal]	32
CHAPTER 11 – Amendment and Repeal.....	33

Introduction

In Oregon, many city charters require a city council to establish rules of procedure for how council meetings will be governed, how appointments will be made and how council members are to interact with city employees. Although those charters direct the council to create rules, the charters don't provide substance or guidance on how to do so. The purpose of this guide is to provide cities with a starting point in creating their rules of procedure, where required by the city charter, or where a council so desires.

Establishing rules of procedure for council meetings has several benefits. First, it allows for meetings to be run in an efficient and consistent manner. Second, it allows for the council and residents to debate matters of public concern in a courteous and respectful manner that lessens the likelihood of discontent and friction. Third, rules provide guidance to council members on how they are to interact and engage with city employees and members of the public. Fourth, rules of procedure ensure continuity and stability during transition years when new members of the council are elected to office.

These model rules are intended to provide a starting point for a city council needing to adopt or update its council rules. Although comprehensive, they are not exhaustive, and council members should work together to identify areas in which rules are needed. Similarly, these model rules are not intended to be the definitive statement on what a council should adopt. City councils have a lot of discretion in determining how to conduct their business—and they should not feel constrained to adopt the rules as presented in this model, but rather to exercise their inherent discretion in crafting a set of rules that match their community's culture, needs and values.

Disclaimer

The League's Model Rules of Procedure for Council Meetings are not a substitute for legal advice. To ensure compliance with federal, state, and any applicable local charters or ordinances, city officials drafting rules of procedure for council meetings are advised to seek the advice of their city attorney.

CHAPTER 1 – General Governance

I. Rules of Procedure.

- A. Unless otherwise provided by charter, ordinance or these rules, the procedure for council meetings, and any subcommittee of a city council, shall be guided by Robert's Rules of Order, 12th Edition.
- B. Members of the council are encouraged to avoid invoking the finer points of parliamentary procedure found within Robert's Rules of Order when such points will obscure the issues before the council and confuse members of the public.
- C. Whenever these rules and Robert's Rules of Order conflict, these rules shall govern.

II. Quorum. A quorum is required to conduct official city business.

- A. The members of the council are the city councilors and mayor. Fifty-percent plus one of the members of the council shall constitute a quorum. Vacancies in office do not count towards determining a quorum.¹
- D. In the event a quorum is not present, the members of council present shall adjourn the meeting.

III. Presiding Officer.

- A. The mayor shall preside over all meetings. The mayor shall retain all rights and privileges of the office of the mayor as set out in the city charter when acting in this capacity.
- B. In the mayor's absence the president of the council [*Mayor Pro-Tem*] shall preside over the meeting. The president of the council shall retain all rights and privileges of the office of the mayor as set out in the city charter when acting in this capacity
- C. If both the mayor and the president of the council [*Mayor Pro-Tem*] are absent from the meeting, the following procedure shall be utilized to determine who is the presiding officer:
 - 1. The city recorder [*council secretary*] shall call the council to order and call the roll of the members.
 - 2. Those members of council present shall elect, by majority vote, a temporary presiding officer for the meeting.

¹ When drafting a quorum requirement, ensure it complies with the city charter, which should indicate what constitutes a quorum and whether the mayor counts towards the quorum requirement.

3. Should either the mayor or the president of the council arrive, the temporary presiding officer shall relinquish control of the meeting immediately upon the conclusion of the item presently being discussed.
4. The presiding officer shall retain all rights and privileges of a member of council when acting in this capacity.

IV. Other Elected and Appointed Officers.²

- A. City Recorder. The city recorder shall be the parliamentarian and shall advise the presiding officer on any questions of order. Additionally, the city recorder shall keep the official minutes of the council.
- B. City Manager [City Administrator]. The city manager [*city administrator*] is required to attend all meetings of the council and is permitted to participate in any discussion; however, the city manager [*city administrator*] has no authority to cast a vote in any decision rendered by the council.
- C. City Attorney. The city attorney may attend any meeting of the council, and will, upon request, give an opinion, either written or oral, on legal questions.

V. Agendas. The city manager [*city administrator*] shall prepare an agenda for every regular meeting, and, if requested by the presiding officer, for every special meeting.

- A. Agendas and informational material for meetings shall be distributed to the council at least three (3) days preceding the meeting.
- B. No council approval shall be required for an agenda of any meeting.
- C. The city manager [*city administrator*] may place routine items and items referred by staff on the agenda without council approval or action.
- D. The city manager [*city administrator*] may remove any items on the consent agenda, any item of old business, any resolution, or any ordinance placed for first reading from the agenda at any time prior to the time the meeting is convened. The presiding officer shall announce such removal under announcements/proclamations.
- E. A member of the council who wishes to have an item placed on the agenda shall advise the city manager [*city administrator*] at least one week prior to the meeting.³

² Only those offices provided for by charter or ordinance should appear in this section.

³ As an alternative, the council may wish to vote on whether a councilor's item will be placed on the agenda for a decision or further action.

VI. Order of Business. The order of business for all regular meetings shall be as follows, however when it appears to be in the best interest of the public, the order of business may be changed for any single meeting by a majority vote:

1. Call to order.
2. Roll call.
3. Announcements/proclamations.
4. Reports of boards, commissions, committees, elected officials and city employees.
5. Public comment on items on the agenda (other than public hearings).
6. Consent agenda.
7. Items removed from the consent agenda.
8. Ordinances and resolutions.
9. Public hearings.
10. Appointments.
11. Public comment on items not on the agenda.
12. Adjournment.

A. Call to Order. The presiding chair shall call all meetings of the council to order. The call to order shall note the date, time and location of the meeting so that it may accurately be reflected in the minutes.

B. Roll Call. The city recorder [*council secretary*] shall conduct a roll call to determine which members of the council are present and which are absent.

1. The attendance shall be properly reflected in the minutes.
2. If roll call determines that a quorum is not present, the meeting shall be adjourned.

C. Announcements/Proclamations. Announcements are intended to be procedural in nature, such as an item being removed from the agenda. Proclamations are awards or recognition of individuals by the council.

D. Reports of Boards, Commissions, Committees, Elected Officials and City Employees. When necessary, reports can be given to the council by boards, commissions committees, elected officials and/or city employees.

1. When appropriate, reports to the council should include written materials which are provided to the council at least three days in advance of the meeting.
2. Oral reports to the council should generally not exceed 10 minutes in length.
3. The council may ask questions of the presenter upon conclusion of the report being given.

E. Public Comment

1. Two periods for public comment will be reserved for every regular meeting of the council. Each period shall not exceed a maximum of 30 minutes, unless a majority of councilors present vote to extend the time. Subject to the limitations contained in subsection H-5(e) of this section, the first period for public comment shall be limited to items placed on the agenda other than public hearings, and the second period of public comment shall be used to comment on any issue of city business, other than agenda items. The presiding officer may, unless a member of council objects, allow a person who desires to make comment on an item not on the agenda to speak during the first comment period.
2. Persons wishing to speak during public comment must sign the “speaker’s roster” with the person’s name and address and the topic upon which the person wishes to speak, not later than the call to order.
3. Members of the public may speak about any topic during the last period for public comment, except as provided in H-5(d) of this rule.
4. If a member of the public wishes to speak on an item that is scheduled for a public hearing at that same meeting, the speaker shall wait until that public hearing. Public comment shall not be used to testify about a quasi-judicial land use matter, to testify on an item that is not a public matter, to testify on a matter which has been or is scheduled to be heard by a hearings official, or to provide or gather additional testimony or information on any matter after the official record has been closed on any matter which has been the subject of a public hearing.
5. Speakers are limited to three minutes. Generally, the speakers will be called upon in the order in which they have signed in on the speaker’s roster. Speakers shall identify themselves by their names and by their place of residence. Speakers may state their mailing address [or the ward in which they reside]. The presiding officer may allow additional persons to speak if they have not signed the speaker’s roster and sufficient time is left in the 30- minute period.

6. Should there be more speakers than can be heard for three minutes each during either of the 30-minute periods provided for public comment, the presiding officer may sort the requests to speak in order to afford the greatest opportunity for each topic to be heard.
 7. Councilors may, after obtaining the floor, ask questions of speakers during public comment. Councilors shall use restraint when exercising this option and shall attempt to limit questioning to no more than three minutes. The presiding officer may intervene if a councilor is violating the spirit of this guideline.
 8. Speakers may play electronic audio or visual material during the time permitted for their comment. Speakers may utilize city-provided audio or visual equipment located in the council chambers as a part of their comment but must provide the materials in a readable format to city staff prior to the meeting so that it may be installed on the city's equipment to avoid a delay or disruption of the meeting.
- F. Consent Agenda. In order to expedite the council's business, the approval of minutes and other routine agenda items shall be placed on the consent agenda.
1. All items on the consent agenda shall be approved by a single motion, unless an item is pulled for further consideration.
 2. Any item on the consent agenda may be removed for separate consideration by any member of the council.
 3. For the purposes of this rule, separate consideration means any proposal to adopt a different course of action than that recommended in the staff report, a determination that debate on a proposed course of action is deemed desirable, any questions to staff on an item, and any item where a member of council must declare a conflict of interest.
- G. Ordinances and Resolutions – See [Chapter 3](#)
- H. Public Hearings Generally
1. A public hearing may be held on any matter upon majority vote of the council. Public hearings may be held to consider legislative, quasi-judicial or administrative matters.
 2. Persons wishing to speak shall sign the "hearing roster" with the person's name and address prior to the commencement of the public hearing at which the person wishes to speak.

3. The city recorder [*council secretary*] shall announce at the commencement of any public hearing the subject of the hearing as it is set forth on the agenda. The presiding officer shall then declare the hearing open.
4. Each person shall, prior to giving testimony, give his or her name, shall indicate whether they are a resident of the city, and may give their address [or identify the ward in which they reside.] All remarks shall be addressed to the council as a body and not to any member thereof.
5. Speakers at hearings on legislative or administrative matters, other than legislative land use matters, will be limited to three minutes. Speakers at a hearing on a quasi-judicial matter, other than a quasi-judicial land use matter, shall be subject to the following time limits:
 - a. Staff presentation (15 minutes total).
 - b. Applicant or affected party (15 minutes). Quasi-judicial hearing only.
 - c. Appellant, if other than applicant (10 minutes). Quasi-judicial hearing only.
 - d. Other interested persons (3 minutes per person).
 - e. Questions of staff (No time limit).
 - f. Rebuttal by applicant or party. The scope of rebuttal is limited to matters which were introduced during the hearing (7 minutes total).
6. Councilors may, after recognition by the presiding officer, ask clarifying or follow up questions of individuals providing testimony after that individual has completed his or her testimony. Questions posed by councilors should be to provide clarification or additional information on testimony provided. Questions should not be used as an attempt to lengthen or expand the testimony of the individual. Councilors shall be expected to use restraint and be considerate of the meeting time of the council when exercising this option. The presiding officer may intervene if a councilor is violating the spirit of this guideline.
7. Councilors may, after the presentation of testimony of all interested persons, ask clarifying or follow-up questions of staff. Questions posed by city councilors should be to provide clarification or additional information on testimony provided.
8. The presiding officer may exclude or limit cumulative, repetitious, or immaterial on the matter. The presiding officer may order the testimony, alternating those speaking in favor and those in opposition, or have all speaking in favor testify, followed by all those in opposition. The presiding

officer, with the approval of the council, may further limit the time and/or number of speakers at any public hearing; provided that the presiding officer shall announce any such restrictions prior to the commencement of the testimony.

9. At the end of public testimony and questions of staff, the council shall initiate deliberations by introducing a motion on the matter; continue the hearing; or keep the record open for additional written testimony. During deliberations, each member of the council shall have the opportunity to comment on or discuss testimony given during the public hearing.
 10. A copy of any written testimony or physical evidence, which a party desires to have introduced into the record of the hearing, shall be submitted to the city recorder [*council secretary*] at the time of the hearing. Communications concerning quasi-judicial matters received prior to the hearing are ex parte contacts, and a councilor receiving any such communication must disclose the fact that such a communication has been received, and the content of the communication.
 11. Documents submitted to the city as evidence or written testimony during a public hearing are public records. If such a document contains the name, address, including email address, and telephone number of the person, then it will be included in the record of the proceeding. Because the name, address, including email address, and telephone number are part of a public record, this information will be generally disseminated to the public, and must be disclosed if a public records request is submitted for the documents. A person who believes such disclosure would present a danger to his or her personal safety, and who wishes to exempt his or her address, including email address, and telephone number from disclosure must submit a written request for non-disclosure to the city recorder pursuant to ORS 192.368(1).
- I. Conduct of Hearings on Land Use Matters – See [Chapter 4](#)
 - J. Written Communications to Council.
 1. Unsolicited communications to the mayor and/or council concerning matters on the agenda shall be forwarded to the council in the agenda packet, but shall not be individually itemized on the agenda.
 2. Unsolicited communications to the mayor and/or council concerning matters that are not on an agenda shall be forwarded to the mayor and/or council but shall not be included in the agenda packet.
 3. The city manager [*city administrator*] may, in his or her discretion, bring any matter raised by an unsolicited communication to the attention of the council as an agenda item, provided that such communication is accompanied by a

staff report setting forth the reason the matter should be considered by the council, and making a recommendation for council action.

CHAPTER 2 – Meeting Time, Location and Frequency

- I. **Regular meetings.** The council shall meet every _____ evening, with the exception of designated holidays and/or council recesses.
 - A. Meetings shall begin at _____ p.m.
 - B. Meetings shall adjourn at _____ p.m., allowing one-hour increment extensions upon a majority vote of the council.
- II. **Special meetings.** Special meetings may be called by the presiding officer, by request of three members of the council, or by the city manager [*city administrator*].
 - A. Notice of the special meeting shall be given to each member of the council, the city manager [*city administrator*], and each local newspaper, and radio and television station which has on file a written request for notice of special meetings.
 - B. Notice of the special meeting shall be given to all members of the council and the city manager [*city administrator*] via telephone and email.
 - C. Special meetings shall be noticed in accordance with Oregon’s public meetings law, and, at a minimum, shall be noticed at least 24 hours prior to the meeting taking place.
- III. **Emergency meetings.** Emergency meetings may be called by the presiding officer, by the request of three members of council, or by the city manager [*city administrator*].
 - A. Notice of the emergency meeting shall be given to each member of the council, the city manager [*city administrator*], and each local newspaper, and radio and television station which has on file a written request for notice of special meetings.
 - B. Notice of the emergency meeting shall be given to all members of council and the city manager [*city administrator*] via telephone and email.
 - C. Emergency meetings are those meetings called with less than 24 hours’ notice and the council shall identify why the meeting could not be delayed 24 hours immediately after calling the meeting to order.
 - D. The minutes for any emergency meeting shall specifically identify why the meeting constituted an emergency and was necessary.

- IV. Executive Sessions.** Executive sessions may be called by the presiding officer, by the request of three members of council, by the city manager [*city administrator*] or by the city attorney.
- A. Only members of the council, the city manager [*city administrator*] and persons specifically invited by the city manager [*city administrator*] or the council shall be allowed to attend executive sessions.
 - B. Representatives of recognized news media⁴ may attend executive sessions, other than those sessions during which the council conducts deliberations with persons designated to carry on labor negotiations, or where the matter involves litigation and the news media is a party to the litigation.
- V. Work Sessions.** Work sessions are permitted to present information to the council so that the council is prepared for regular or special meetings.
- A. All work sessions are subject to Oregon’s public meetings law and must be noticed accordingly.
 - B. Work sessions are intended to allow for preliminary discussions, and the council is not permitted to take formal or final action on any matter at a work session.
 - C. Work sessions are to be scheduled by the city manager [*city administrator*].
 - D. The city manager [*city administrator*] is to invite any relevant staff to work sessions so that the sessions are as productive as possible.
- VI. Holidays.** In the event a regular meeting falls on a holiday recognized by the city, the regular meeting for that week shall be cancelled.
- VII. Council Recess.** The council shall be in recess, at a minimum, during the following dates each calendar year:⁵
- A. August 1 – August 31;
 - B. The Monday before Thanksgiving and the Friday after Thanksgiving; and
 - C. December 15 to January 1.
- VIII. Location.** Council meetings shall be held at city hall.
- A. In the event city hall is not available for a meeting, the council shall meet at a venue open to the public which is located within the jurisdictional limits of the city.

⁴ State law requires governing bodies to allow representatives of recognized news media to attend executive sessions except for labor negotiations and litigation where the news media is a party to the litigation. State law does not define the term news media and a decision whether such an individual should be permitted to attend an executive session must be made on a case by case basis.

⁵ Ensure that any recess is in compliance with the city charter. It is not uncommon for a charter to require that the council meet at least once a month.

- B. Training sessions may be held outside of the city's jurisdictional limits, provided no deliberations toward a decision are made.
 - C. Interjurisdictional meetings may be held outside of the city's jurisdictional limits, but should be held as close as practical to the city, and such meetings shall be located within the jurisdictional boundaries of the other government entity.
 - D. No council meeting shall be held at any place where discrimination on the basis of an individuals' race, religion, color, sex, national origin, ethnicity, marital status, familial status, age, sexual orientation, source of income or disability is practiced.
- IX. Notice.** The city recorder [*council secretary*] shall provide notice of all meetings in accordance with Oregon's public meeting law.
- X. Attendance.** Members of the council shall advise the city manager [*city administrator*] if they will be unable to attend any meetings. Under the charter, a council position becomes vacant if the member of council is absent from the city for more than 30 days without council permission or absent from all meetings of the council within a 60-day period.

CHAPTER 3 – Ordinances and Resolutions⁶

- I. Ordinances.** All ordinances considered by and voted upon by the council shall adhere to the rules outlined herein.
- A. Numbering. The city recorder shall number all ordinances with a consecutive identification number during each calendar year, in the order of their introduction. Each number shall be followed by the last two digits of the year in which the ordinance was introduced.
 - B. Sponsorship. Each ordinance shall note the name of the member(s) of the council introducing or sponsoring the ordinance.
 - C. Preparation and Introduction.
 - 1. All ordinances shall, before presentation to the council, have been approved by the city attorney, or the city attorney's designee.
 - 2. Ordinances shall be introduced by a member of the council. Except that, upon the request of the council, an ordinance may be introduced by the city manager [*city administrator*] or the city attorney, with a member of the council moving further action on such ordinance upon completion of the introduction.
 - 3. No ordinance shall relate to more than one subject, which shall be clearly expressed in its title, and no ordinance, or section thereof, shall be amended or repealed unless the new ordinance contains the title of the ordinance or section amended or repealed.
 - D. Calendar of Ordinance.
 - 1. An ordinance is introduced for consideration by the council for presentation for first reading. After introduction, the council may direct that:
 - a. A public hearing on the ordinance be held;
 - b. Refer the ordinance to committee for review and recommendation;
 - c. Refer the ordinance to the city manager [*city administrator*] for further revision;
 - d. Pass the ordinance to a second reading; or
 - e. Reject the ordinance in whole or in part.

⁶ Many city charters prescribe the form and manner in which ordinances are adopted. Although council rules should address the process by which it will adopt resolutions and ordinances, it is important to ensure that the rules comply with the charter. Where the rules and the charter conflict, the charter provision prevails.

2. All ordinances when introduced for first reading shall be identified by title and number on a calendar of first reading and may be passed to a second reading as a group without further reference.
3. Except as otherwise provided by this section, on second reading all ordinances shall be placed by title and number on a calendar of second reading, and may be passed as a group, provided that the vote for the passage of the calendar is unanimous.
4. Should any member of the council object to any ordinance at time of second reading, that ordinance shall be removed from the calendar of second reading, and considered separately. Ordinances to be considered separately shall be ready by title only.
5. When the calendar of second reading or an ordinance which is to be considered separately is placed before the council for final passage, the city recorder [*council secretary*] shall call the roll and enter the ayes, nays and abstentions in the record.
6. All proposed amendments to an ordinance shall be in writing, and may be made by interlineation upon the ordinance.
7. No second reading of any ordinance shall occur at the meeting where it is introduced, except by suspension of this section of the rules, and no ordinance shall be passed at a single meeting, except by a unanimous vote for passage by all members of council present.
8. An affirmative vote of at least three members of the council shall be necessary to pass an ordinance.
9. When an ordinance is rejected by the council, and is not reconsidered as provided by these rules, neither the ordinance, nor any other ordinance which contains substantially the same provisions, shall be considered by the council for a period of not less than six months, unless at least three members of the council petition for early consideration.

II. Resolutions. All resolutions considered by and voted upon by the council shall adhere to the rules outlined herein.

- A. Numbering. The city recorder shall number all resolutions with a consecutive identification number during each calendar year, in the order of their introduction. Each number shall be followed by the last two digits of the year in which the resolution was introduced.
- B. Sponsorship. Each resolution shall note the name of the member(s) of the council introducing or sponsoring the resolution.

C. Preparation and Introduction.

1. All resolutions shall, before presentation to the council, have been approved by the city attorney, or the city attorney's designee.
2. Resolutions shall be introduced by a member of the council. Except that, upon the request of the council, a resolution may be introduced by the city manager [*city administrator*] or the city attorney, with a member of the council moving further action on such resolution upon completion of the introduction.

D. Calendar of Resolution.

1. A resolution is introduced for consideration by the council for presentation for first reading. After introduction, the council may direct that:
 - a. A public hearing on the resolution be held;
 - b. Pass the resolution to a second reading; or
 - c. Reject the resolution in whole or in part.
2. All resolutions when introduced for first reading shall be identified by title and number on a calendar of first reading and may be passed to a second reading as a group without further reference.
3. Except as otherwise provided by this section, on second reading all resolutions shall be placed by title and number on a calendar of second reading, and may be passed as a group, provided that the vote for the passage of the calendar is unanimous.
4. Should any member of the council object to any resolution at time of second reading, that resolution shall be removed from the calendar of second reading, and considered separately. Resolutions to be considered separately shall be ready by title only.
5. When the calendar of second reading or a resolution which is to be considered separately is placed before the council for final passage, the city recorder [*council secretary*] shall call the roll and enter the ayes, nays and abstentions in the record.
6. All proposed amendments to a resolution shall be in writing, and may be made by interlineation upon the resolution.
7. A second reading of a resolution is permitted to occur at the meeting where it is introduced, and a resolution may be passed at a single meeting by a unanimous vote for passage by all members of the council present.

8. An affirmative vote of a majority of the council present shall be necessary to pass a resolution.
9. When a resolution is rejected by the council, and is not reconsidered as provided by these rules, neither the resolution, nor any other resolution which contains substantially the same provisions, shall be considered by the council for a period of not less than three months, unless at least three members of the council petition for early consideration.

CHAPTER 4 – Land Use Hearings

I. General Conduct of Hearings.

- A. Any party may speak in person, through an attorney, or elect to have a representative from an officially recognized neighborhood association present the party's case.
- B. A copy of any written testimony or physical evidence which a party desires to have introduced into the record at the time of hearing shall be submitted to the city recorder at the time the party makes his or her presentation. If the testimony or evidence is not submitted to the city recorder, it shall not be included in the record for the proceeding.
- C. No person may speak more than once without obtaining permission from the presiding officer.
- D. Upon being recognized by the presiding officer, any member of the council, the city manager [*city administrator*], planning director or the city attorney may question any person who testifies.
- E. Testimony shall be directed towards the applicable standards and criteria which apply to the proposal before the council.
- F. The presiding officer may exclude or limit cumulative, repetitious, or immaterial testimony. To expedite hearings, the presiding officer may call for those in favor and those in opposition to rise, and the city recorder shall note the numbers of such persons for the record in the minutes.

II. Quasi-Judicial Land Use Matters.⁷

- A. Scope of Review. All appeals and council-initiated review in quasi-judicial land use proceedings shall be new (de novo).⁸
- B. Conflicts of Interest, Abstention, Recusal, Ex Parte Communications.
 - 1. A member of the council shall not participate in a discussion or vote in a quasi-judicial land use proceeding if:
 - a. The member has an actual conflict of interest, as defined by the Oregon Revised Statutes or the city charter/rules, and must recuse from participation. The disclosure and recusal must be noted in the minutes.
 - b. The member was not present during the public hearing and must abstain from participation. However, the member may participate if they reviewed

⁷ LOC highly recommends consulting with your city attorney when developing land use hearing procedures.

⁸ Appeal hearings can be either de novo or on the record. Cities should work with their city attorney to adopt and make relevant procedure for the hearing type adopted.

the evidence, including recordings of the hearing, and declared such fact for the record.

2. Members of the council shall reveal/disclose all ex parte contacts regarding the proceeding at the commencement of any quasi-judicial land use proceeding. If the disclosed ex parte communication results in bias and/or a conflict of interest, the member shall recuse from participation as stated in (II)(B)(1)(a) above.

C. Burden of Proof. The proponent has the burden of proof on all elements of the proposal, and the proposal must be supported by proof that it conforms to all applicable standards and criteria.

1. The decision of the council shall be based on the applicable standards and criteria as set forth in the city's municipal code, the city's comprehensive plan, and, if applicable, any other land use standards imposed by state law or administrative rule.
2. The proponent, any opponents, and/or city staff may submit to the council a set of written findings or statements of factual information which are intended to demonstrate the proposal complies or fails to comply with any or all applicable standards and criteria.

D. Hearing Procedures. The order of hearings in quasi-judicial land use matters shall be:

1. Land Use Hearing Disclosure Statement. The city recorder [*council secretary*] shall read the land use hearing disclose statement, which shall include:
 - a. A list of the applicable criteria;
 - b. A statement that testimony, arguments and evidence must be directed toward the applicable criteria or other criteria in the plan or land use regulation which the person believes to apply to the decision;
 - c. A statement that failure to raise an issue accompanied by statements or evidence sufficient to afford the council and the parties an opportunity to respond to the issue precludes appeal to the Land Use Board of Appeals based on that issue; and
 - d. If applicable, a statement that a failure to raise constitutional issues relating to proposed conditions of approval precludes an action for damages in circuit court.
2. Call for ex parte contacts. The presiding officer shall inquire whether any member of the council has had ex parte contacts. Any member of the council

announcing an ex parte contact shall state for the record the nature and content of the contact.

3. Call for recusals. The presiding officer shall inquire whether any member of the council must recuse from participating in the hearing due to a conflict of interest.
 - a. Actual Conflict of Interest: If a member of council announces an actual conflict of interest, as outlined by Oregon Revised Statutes or the city charter/rules, that member must recuse from participation and is recorded in the minutes.⁹
 - b. Potential Conflict of Interest: If a member of council announces a potential conflict of interest, that member may continue participation in the matter, and the declared potential conflict is recorded in the minutes.
 - c. Any member of the council announcing a conflict of interest shall state the nature of the conflict, and if the conflict requires recusal, shall not participate in the proceeding, unless the person's vote is necessary to meet a requirement of a minimum number of votes necessary to take official action; provided, however, that the member shall not participate in any discussion or debate on the issue of which the conflict arises.¹⁰
4. Staff summary. Planning staff shall present a summary and recommendation concerning the proposal.
5. Presentation of the Case.
 - a. Proponent's case. Twenty minutes total.
 - b. Persons in favor. Five minutes per person.
 - c. Persons opposed. Five minutes per person.
 - d. Other interested persons. Five minutes per person.
 - e. Rebuttal. Ten minutes total. Rebuttal may be presented by the proponent. The scope of rebuttal is limited to matters which were introduced during the hearing.
6. Close of hearing. No further information shall be received after the close of the hearing, except for specific questions directed to staff. If the response to

⁹ See ORS 244.020; ORS 244.120.

¹⁰ Consider adding in language requiring Oregon Government Ethics Committee written guidance on how to proceed in this scenario.

any such questions requires the introduction of additional factual evidence, all parties shall be afforded an opportunity for simultaneous written rebuttal.

7. Deliberations. Deliberations shall immediately follow the hearing. The council may delay deliberations to a subsequent time certain.
8. Findings and Order. The council may approve or reject the proposal.
 - a. The council shall adopt findings to support its decision.
 - b. The council may incorporate findings proposed by the proponent, the opponent or staff in its decision.
- E. Continuances. A party can obtain either a continuance or an open record period. However, nothing in this section shall restrict the council, in its discretion, from granting additional continuances. There is a 120-day time limitation, imposed by the Oregon Revised Statutes, and this 120-day period is not extended unless the applicant requested the continuance or if the applicant otherwise agrees to the extension of the time limitation.¹¹

III. Legislative Land Use Matters.

- A. Hearings Procedures. The order of procedures for hearings on legislative land use matters shall be:
 1. Call for abstentions. Inquire whether any member of the council wishes to abstain from participation in the hearing. Any member announcing an abstention shall identify the reason therefore and shall not participate in the proceedings. The City Recorder shall record in the minutes.
 2. Staff summary. Staff shall present a statement of the applicable criteria, and a summary and recommendation concerning the proposal.
 3. Presentation of the Case.
 - a. Proponent's case. Twenty minutes total.
 - b. Persons in favor. Five minutes per person.
 - c. Persons opposed. Five minutes per person.
 - d. Other interested persons. Five minutes per person.
 4. Close of hearing. No further information shall be received after the close of the hearing, except for responses to specific questions directed to staff.
 5. Deliberations. Deliberations shall immediately follow the hearing. The Council may delay deliberations to a subsequent time certain.

¹¹ See ORS 227.178.

6. Reopening hearing. Prior to second reading of an ordinance relating to a legislative land use matter, and upon majority vote of the council, a hearing may be reopened to receive additional testimony, evidence or argument. The same notice requirements shall be met for the reopened hearing as were required for the original hearing.

CHAPTER 5 – Motions, Debate, Public Comment and Voting¹²

- I. Motions.** All motions shall be distinctly worded.
- A. The following rules shall apply to motions:
1. If a motion does not receive a second, it dies.
 2. The council will discuss a motion only after the motion has been moved and seconded. Nothing in this section prevents general discussion or expression of opinions before a motion is made.
 3. Any motion shall be reduced to writing if requested by a member of the council.
 4. A motion to amend can be made to a motion that is on the floor and has been seconded.
 5. No motion shall be received when a question is under debate except for the following:
 - a. To lay the matter on the table;
 - b. To call for the previous question;
 - c. To postpone;
 - d. To refer; or
 - e. To amend.
 6. A motion may be withdrawn by the mover at any time without the consent of the council.
 7. Amendments are voted on first, then the main motion if voted on as amended.
 8. A member of the council may have a motion which contains several elements divided, but the mover shall have the right to designate which element will be voted on first.
 9. A call for the question is intended to close the debate on the main motion; does not require a second and is not debatable.
 - a. A call for the question fails without a majority vote.
 - b. Debate on the main subject resumes if the motion fails.
 10. A motion that receives a tie vote fails.

¹² Many councils adopt Robert's Rules of Order to govern motions and related matters. This model adopts Roberts Rules as a *guide* for procedural matters and sets out a simplified procedure for motions and voting. Under this model, where Robert's Rules conflict with the model rules, the model rules should prevail.

11. The presiding officer shall repeat the motion prior to a vote.
12. A motion to adjourn cannot be amended.
- B. **Motion to Reconsider.** A motion to reconsider may only be made by a member of the prevailing side. Any member may second the motion.
 1. No motion shall be made more than once.
 2. The motion shall be made before the final adjournment of the meeting when the item goes out of possession of the council.
- II. **Debate.** The following rules shall govern the debate of any item being discussed by the council:
 - A. Every member desiring to speak shall address the presiding officer, and, upon recognition by the presiding officer, shall confine him/herself to the question under debate, at all times acting and speaking in a respectful manner.
 - B. A member, once recognized, shall not be interrupted when speaking unless it is to be called to order, or as herein otherwise provided.
 - C. The member of the council moving the adoption of any ordinance or resolution shall have the privilege of closing the debate.
- III. **Public Comment.** The public shall be entitled to comment on all matters before the council that require a vote.
 - A. Public comment shall occur after the matter up for vote has been presented by city staff and before the council takes any formal action on the matter.
 - B. Each member of the public is entitled to comment on the matter before the council for five minutes.
 - C. Public comment is a time for comment, it is not a time for debate, nor is it a time for members of the public to ask questions of and receives answers from the council or city staff.
 - D. Each person desiring to give public comments shall provide the council with his or her name and address prior to giving comment. This information shall be used to insure the minutes of the meeting properly reflect those persons who provided public comment.
- IV. **Voting.** The following rules shall apply to voting on matters before the council, unless amended in the manner outlined in [Chapter 4](#) of these Rules.¹³

¹³ City charters sometimes contain voting requirements. Any voting requirement must comply with the city charter.

- A. Reports. A majority of a quorum shall be required to approve or accept a report. However, no vote is required if the report is only for informational purposes.
- B. Consent Agenda. The unanimous vote of all members of the council present is required to approve the matters on a consent agenda.
- C. Resolutions. A majority of quorum shall be required to pass a resolution.
- D. An Ordinance Involving a Fee or Fine. An ordinance involving a fee or fine shall require a majority of the council to pass.
- E. An Ordinance Not Involving a Fee. An ordinance which does not involve a fee or a fine shall require a majority of a quorum to pass.
- F. Emergency Ordinance. An emergency ordinance shall require the unanimous vote of all members present.
- G. Budget. The budget shall require a majority of a quorum to pass.
- H. Franchise. A majority of a quorum shall be required to pass an ordinance granting a franchise.
- I. Suspension of Rules. A unanimous vote of all members of the council present shall be required to suspend or rescind a rule contained in these rules of procedure, however, rules in this chapter which also appear in the city's charter shall not be suspended or rescinded.
- J. All votes shall be recorded in the minutes.
- K. Ties. Tie votes shall indicate a denial of the proposal. If the tie is a matter that has been appealed from a lower city body or commission, a tie shall render the lower body's decision approved.
- L. Effective date.
 - 1. A resolution shall become effective upon adoption unless otherwise stated in the resolution.
 - 2. The following shall take effect immediately upon its passage:
 - a. Ordinances making appropriations and the annual tax levy;
 - b. Ordinances relative to local improvements and assessments; and
 - c. Emergency ordinances.

3. All other ordinances shall take effect _____ days¹⁴ after passage unless a later date is fixed on the ordinance, in which event it shall take effect at the later date.
4. The filing of a referendum petition shall suspend the effective date of an ordinance.

¹⁴ Ordinarily ordinances go into effect 30 days after passage. Check the city charter for effective date of ordinances.

CHAPTER 6 – Minutes

I. Generally.

- A. All minutes shall be in written form, with an electronic copy of the meeting maintained by the city recorder [*council secretary*] in accordance with the appropriate record retention schedule.
- B. The minutes shall contain the following information:
 - 1. The date, time and place of the meeting;
 - 2. The members present;
 - 3. The motions, proposals, resolutions, orders, ordinances, and measures proposed and their disposition;
 - 4. The results of all votes and the vote of each member by name;
 - 5. The substance of any discussion on any matter; and
 - 6. A reference to any document discussed at the meeting

II. Approval. The council shall approve all minutes of any meeting.

- A. All minutes shall be approved within ninety days of the meeting having occurred.
- B. The draft minutes shall be submitted to the council as part of the council's packet prior to the meeting where they will be discussed.
- C. Any member of the council may request an amendment or correction of the minutes prior to a final vote being taken on the minutes.

CHAPTER 7 – Appointments

- I. **Appointments of City Staff.** The council appoints and can remove those positions identified in the city’s charter. All appointments require a majority vote of the entire council.
 - A. Reviews. Any person appointed by the council shall be subject to an annual review by the council.
 - B. Removals. All appointed persons may be removed by a majority vote of the entire council.
 - C. Interference. If the council appoints a municipal judge, the council may meet with the judge, but in no instance shall the council be permitted to interfere with the judge’s exercise of judicial authority or discretion.
- II. **Appointments of Members to Boards, Commissions and/or Committees.**
 - A. Unless otherwise mandated by state law, the mayor shall appoint the members of any board, commission or committee authorized by the council.
 - B. Unless otherwise prohibited by the council, the mayor shall have the authority to create and appoint subcommittees of committees authorized by the council.
 - C. Removals. All appointed persons may be removed by the mayor.

CHAPTER 8 – Ethics, Decorum, Outside Statements

- I. Ethics.** All members of the council shall review and observe the requirements of state ethics law. In addition to complying with state ethics law, all members of the council shall refrain from:
 - A. Disclosing confidential information.
 - B. Taking action which benefits special interest groups or persons at the expense of the city as a whole.
 - C. Expressing an opinion contrary to the official position of the council without so saying.
 - D. Conducting themselves in a manner so as to bring discredit upon the government of the city.
- II. Decorum.**
 - A. The presiding officer shall preserve decorum during meetings and shall decide all points of order, subject to appeal of the council.
 - B. Members of the council shall preserve decorum during meetings, and shall not, by conversation or action, delay or interrupt the proceedings or refuse to obey the orders of the presiding officer or these rules.
 - C. Members of the city staff and all other persons attending meetings shall observe the council's rules of proceedings and adhere to the same standards of decorum as members of council.
- III. Statements to the Media and Other Organizations**
 - A. Representing City. If a member of the council, to include the mayor, appears as a representative of the city before another governmental agency, the media or an organization to give a statement on an issue, the member may only state the official position of the city, as approved by a majority of the council.
 - B. Personal Opinions. If a member of the council, to include the mayor, appears in their personal capacity before another governmental agency, the media or an organization to give a statement on an issue, the member must state they are expressing their own opinion and not that of the city before giving their statement.

CHAPTER 9 – Interactions with Staff & City Attorney

- I. **Staff.** All members of the council shall respect the separation between the council's role and the city's manager's [*city administrator's*] responsibility by:
 - A. Not interfering with the day-to-day administration of city business, which is the responsibility of the city manager [*city administrator*].
 - B. Refraining from actions that would undermine the authority of the city manager [*city administrator*] or a department head.
 - C. Limiting individual inquiries and requests for information from staff to those questions that may be answered readily as part of staff's day-to-day responsibilities. Questions of a more complex nature shall be directed to the city manager [*city administrator*].
 1. Questions from individual members of the council requiring significant time or resources (two hours or more) shall normally require approval of the council.
 2. Members of the council shall normally share any information obtained from staff with the entire council. This section is not intended to apply to questions by members of the council acting in their individual capacities rather than as members of the council, nor to questions regarding conflict of interest or similar issues particular to a member of the council.
- II. **City Attorney.** Council members may make requests to the city attorney for advice no more than once a month, so long as the request does not require more than two hours of the attorney's time. A councilor may make additional requests within a month or make a request that exceeds two hours with the concurrence of the majority of the council.

CHAPTER 10 – Censure [*and Removal*]¹⁵

- I. The council may enforce these rules and ensure compliance with city ordinances, charter and state laws applicable to governing bodies. If a member of council violates these rules, city ordinances, the city charter or state laws applicable to governing bodies, the council may take action to protect the integrity of the council and discipline the member with a public reprimand [*or removal as provided for in the city charter*].
- II. The council may investigate the actions of any member of council and meet in executive session under ORS 192.660(2)(b) to discuss any finding that reasonable grounds exist that a violation of these rules, local ordinance, the city charter or state laws applicable to governing bodies has occurred. Sufficient notice must be given to the affected member to afford them the opportunity to request an open hearing under ORS 192.660(2)(b).

¹⁵ Some charters allow the council to remove the mayor or councilor from office for certain enumerated reasons following notice and a public hearing. Absent such a charter provision, it's likely that an elected official cannot be removed from office absent a recall vote by the electorate in accordance with the Oregon Constitution Article II, section 18, and ORS 249.865.

CHAPTER 11 – Amendment and Repeal

- I. **Amendment.** These rules of procedure are subject to amendment by the council in accordance with the rules noted herein.
 - A. Any proposed amendment to these rules shall be noted on an agenda for a regular meeting, wherein the same shall be discussed, and open for comment by the public.
 - B. All amendments to these rules requires a majority vote.
 - C. Amended rules shall not go into effect until the meeting after the rule was approved.
- II. **Repeal.** These rules of procedure are subject to repeal and replacement by the council in accordance with the rules noted herein.
 - A. Any proposed repeal of these rules shall be accompanied by a proposed replacement.
 - B. Any proposed repeal and replacement of these rules shall be noted on an agenda for a regular meeting, wherein the same shall be discussed, and open for comment by the public.
 - C. Any repeal and replacement of these rules requires a majority vote.
 - D. Any repeal and replacement of these rules shall not go into effect until 30 days after the replacement rule was approved.

AGENDA ITEM

TO: Mayor and City Council
FROM: Jake Boone, City Manager
SUBJECT: **Municipal League Conference Attendance Discussion**
DATE: 6 February 2025

BACKGROUND

In anticipation of the Council Rules Worksession, staff has provided example schedules from the major conferences put on by the municipal leagues and affiliate organizations, specifically the National League of Cities (NLC), League of Oregon Cities (LOC), and Oregon Mayors Association (OMA).

An ongoing policy on conference attendance could be decided now or in conjunction with the Council Rules Worksession at Council's discretion.

RECOMMENDATION

Staff recommends that Council consider an ongoing conference policy or instruct the City Manager to add conference policy as part of the Council Rules Worksession.

COST

None.



Jake Boone, City Manager



Explore the topics and issues planned for City Summit. Workshops will be led by national experts and nonprofit leaders. Please note that workshops are subject to change.

Building Bridges to Trust & Civility

Critical quality-of-life issues often are identified and addressed through genuine grassroots and community-based conversations. Municipal leaders can help set the tone for civility and model effective civil discourse in these discussions, which ultimately can lead to more effective problem solving, deeper public engagement and greater trust in government. This workshop will provide strategies and best practices for encouraging civil discourse and broadly inclusive community input for government decision making.

Film Screening: Join or Die

The documentary Join or Die features the observations of Robert Putnam, author of Bowling Alone, and spotlights the need for greater civic engagement. People find simple fellowship in joining a club, service organization, charity, faith institution or other group, and these community bonds, in turn, can strengthen public institutions. Come learn how these bonds have unraveled over time, and how civic groups and social organizations can become the backbone for greater community engagement.

The Nuts & Bolts: AI in Municipal Government

How often is artificial intelligence (AI) coming up in your workplace conversations? Local leaders sense that AI has the potential to transform municipal operations, yet they also want a better understanding of AI's risks, rewards and costs. This session will walk you through the fundamentals of AI, help you understand its potential to streamline

government functions and give you insights into managing community expectations and concerns.

Building Your Preemption Toolbox

This workshop will give attendees an insider's look into current strategies that state municipal leagues and NLC are using to counter the effects of preemption on local communities. Hear about state-specific strategies, learn how to tap into direct federal funding, and take home ideas on how to work with state and federal partners. Attendees also will explore ways to develop communication strategies.

Housing Strategies to End Homelessness

Over 600,000 people experience homelessness on any given night in America, a 12-percent increase from 2022 according to HUD's 2023 Point-in-Time count. While the issue seems intractable, cities big and small recognize that increasing the housing supply is one practical step toward reducing the number of people who experience homelessness. This workshop will show you how some cities are developing housing through public-private partnerships, increasing housing typologies and appropriating funding for housing production and preservation.

Get Current with New Drinking Water Regulations

Make sure your community is on track for compliance with new U.S. EPA regulations for drinking water. This workshop will cover new requirements regarding PFAS and lead pipes. Come learn what is being asked of cities, towns and villages; how to pay for the upgrades and capital improvements needed to reach and maintain compliance; and learn from municipalities that have had success navigating these complex issues.

Climate-Ready Futures II: Financing Infrastructure and Community Initiatives

Local governments have access to more resources to help them prepare for a just, thriving and climate-ready future than ever before. This workshop – part of NLC's two-session workshop on climate preparedness – will walk municipal officials through major federal funding programs, like elective pay, the Greenhouse Gas Reduction Fund and the Climate Pollution Reduction Fund. Opportunities available through NLC's participation in the

Environmental Justice Thriving Communities Technical Assistance Program (EJ TCTAC) and Local Infrastructure Hub will also be showcased. After a panel discussion with experts, small group discussions give you a chance to raise questions with a subject matter expert.

Securing Capital for Housing Development: Strategies and Partnerships for Success

As cities work to produce, preserve, and improve their housing supply, they often face financial limitations. Successfully funding housing projects requires federal funding, strategic partnerships, and effective local policy interventions. This workshop will explore new federal funding sources, public-private partnerships, and local policy strategies to spur housing development. One key focus will be the Inflation Reduction Act's Greenhouse Gas Reduction Fund. The groundbreaking \$27 billion initiative mobilizes financing and private capital to address the climate crisis and strengthen economic competitiveness. Participants will learn how local governments can connect their residents and stakeholders to capital and how to forge key partnerships with private entities to pursue diverse, attainable and equitable housing.

Moving the Needle on NIMBY & Housing

Skill in navigating Not In My Backyard (NIMBY) attitudes serves local officials well – especially when it comes to diversifying housing options or moving forward on affordable housing development. These issues inevitably generate pushback and heated debate within communities, and call for honest, fact-based responses. Come hear your peers share tools and strategies they use in their cities to counter NIMBY arguments and build coalitions to expand housing options that are attainable, diverse and equitable to their community.

Community Engagement: It Starts with Authenticity

Community members and the community-based organizations (CBOs) that serve them offer a unique blend of grassroots knowledge, lived experience and community networks. That adds up to an invaluable resource for catalyzing change on challenges ranging from economic development to the environment to community safety. Hear directly from community leaders and city staff on their successes and challenges as they worked

together to put community at the center of decision making. Learn best practices to authentically engage community members to improve trust, mobilize capacity, address diverse community needs and ultimately increase impact.

Climate-Ready Futures I: City Profiles in Action

From nature-based solutions to programs that promote health equity, local leaders are stepping up to build a just, thriving and climate-ready future for their residents. At this workshop – part of NLC’s two-session workshop on climate preparedness – you will hear from local leaders about the strategies they are developing and the challenges they face in turning plans into action. Explore opportunities to launch your climate resilience journey with NLC technical assistance programs like Cities for Smart Surfaces, Nature Everywhere and Cities for Opportunity. After a panel discussion with municipal leaders, join small group discussions to get your questions answered about these technical assistance opportunities and to exchange ideas with other leaders about ways to create healthier, more resilient communities.

From Basic Needs to Thriving Communities

Cities have a stake in the well-being of their residents. When they meet their residents’ basic needs – with access to quality and affordable housing, childcare, eldercare, health care, grocery stores, and education – they deepen the commitment of current residents and attract newcomers seeking a good quality of life. This workshop will showcase how cities are implementing policies and programs that enable residents to meet their basic needs and set the foundation for thriving communities.

Meeting the Moment on Immigration I: Community Impact

Recent influxes of refugees, asylees, migrants and immigrants have intensified demands on local infrastructure and resources in communities across the country. The need for effective shelter, services and support for these new populations is urgent, but the challenges of meeting these needs can vary significantly from border cities to interior towns. In this session – Part I of NLC’s immigration workshop – leaders from cities, towns and villages will share their strategies and solutions to meet the diverse needs of arrivals, while ensuring the resilience and well-being of their communities.

Meeting the Moment on Immigration II: Roundtable Conversations

This roundtable discussion – Part II of NLC’s immigration workshop – will focus on local response strategies for economic development, housing, workforce, and public health and safety. Come join your peers to share challenges, concerns and best practices in responding to economic development, housing, workforce and public health and safety. It’s also a chance to engage with NLC experts and federal and non-federal partners on issues and plans.

The New Downtown: Dynamic, Inclusive & Creative

In recent years, downtown revitalization has become an avenue to enhance economic activity and foster inclusive and creative communities. Join us for a panel discussion with practitioners from the Economic Recovery Corps (ERC), a national program from the U.S. Department of Commerce’s Economic Development Administration (EDA), as they share their work leading current revitalization initiatives in small to large cities. Learn about the opportunities available to enhance communities for all residents, and strategies for embracing change to accelerate growth.

The Future of Work: Preparing Your Community

Gain the tools to navigate the emerging trends and technologies shaping the workplace. In this interactive session, participants will hear from a wide range of industry and municipal government experts about the green economy and artificial intelligence. Connect with your peers to share techniques and resources to address workforce challenges and anxieties. This world-cafe session also will enable participants to engage in one-to-one conversations with experts.

Opening New Pathways to Public Service

A thriving municipal workforce is critical for the economic vitality of cities, yet local governments need an average of 130 days to find qualified candidates to fill open positions. This interactive workshop will highlight strategies local leaders are pursuing to better attract and retain workers, build skills and pathways for advancement, support employees outside of work, create welcoming work environments and generally position the city as a model employer. Learn new ways to expand your talent pipeline and build a workforce for today and tomorrow.

Empowering the Early Childhood Workforce

More local leaders are recognizing that the early childhood workforce is an essential component to a thriving local economy. This workshop will explore practical strategies that municipalities of all sizes can implement to empower the early childhood workforce as entrepreneurs, and highlight ways that all city staff, regardless of department, can actively support the entire early childhood workforce. Representatives from diverse cities will discuss how communities can fully invest in this crucial workforce, with the ultimate goal of supporting families, children, and the community while driving economic growth.

Harnessing the Power of Inclusive Procurement

Inclusive procurement promotes purchasing goods and services from diverse businesses – including small, local, minority- and women-owned enterprises – to drive social and economic development. The result: expanded local workforce opportunities, sustainable supply chains and direct investment in marginalized communities. Discover the transformational impact inclusive procurement can have when amplified by federally funded infrastructure projects and return to your own jurisdiction with an array of strategies to leverage the power of local procurement. Whether it's installing a first EV charging station, replacing aging infrastructure or designing new bike lanes, significant capital investments can create lasting economic opportunity for local suppliers.

Honest Conversations: Public Safety & Community Perception

Many municipalities have experienced historic declines in crime, yet their residents still perceive crime as a significant concern. Come learn strategies for communicating your city's public safety story, while recognizing that the definition of safety differs from person to person. Draw on data to break down myths and build an accurate narrative about public safety in your community. Find ways to share your story through community conversations and the media.

Moving Residents to Financial Security & Well-being

Helping residents to become economically secure is a growing priority for municipalities of all sizes. Learn about cities that have implemented successful strategies to boost the economic mobility of residents through workforce development, growing small

businesses, financial empowerment and connecting residents to public benefits. Get introduced to tools that provide economic mobility data specific to your community that can help move residents down a path toward prosperity.

Integrating Racial Equity: Transforming Communities with Municipal Bonds

Municipal bonds are key for funding public infrastructure in America and can significantly impact environmental justice, health and well-being. Learn how applying a racial equity lens to these investments can benefit historically underserved populations. NLC, in collaboration with the Public Finance Initiative and PFM Financial Advisors, is providing unique technical assistance to government leaders to integrate racial equity in bond issuance and capital projects. Join our panel discussion with cities from the Racial Equity and Bond Markets cohort, sharing their experiences in using finance to address racial inequities. The panel will highlight strategies from the Bond Markets & Equity framework, developed by the Public Finance Initiative. This initiative is supported by partners like the National League of Cities, The Government Alliance on Race & Equity, The Urban Institute, The Milken Institute, the Harvard Initiative for Responsible Investment, and funded by the Robert Wood Johnson Foundation and Capital One.

National League of Cities
2025 Congressional City Conference
*Tentative Schedule of Events – **as of January 23, 2025***
Subject to change
Reference ccc.nlc.org for the most up-to-date schedule

SATURDAY, MARCH 8

8:00 AM	5:00 PM	Registration & Ask NLC Open
9:00 AM	5:45 PM	NLC University Sessions
12:00 PM	1:30 PM	Board Executive Committee Meeting
12:30 PM	1:45 PM	Youth Delegate Welcome and Lunch
2:00 PM	3:30 PM	Youth Delegate Workshop
2:00 PM	3:30 PM	State League Steering Committee Meeting
3:00 PM	4:30 PM	Board Committee Meetings
7:00 PM	9:30 PM	NLC Board of Directors Reception

SUNDAY, MARCH 9

7:30 AM	6:00 PM	Registration & Ask NLC Open
8:00 AM	11:30 AM	NLC Board of Directors Meeting
9:00 AM	10:30 AM	Youth Workshop
10:45 AM	1:15 PM	Youth Workshop & Lunch
11:30 AM	12:45 PM	NLC Board & Advisory Council Luncheon
11:30 AM	12:45 PM	First Time Attendee Lunch (Ticket Required)
1:00 PM	3:30 PM	Federal Advocacy Committee Meetings
1:30 PM	4:00 PM	Youth Workshop
3:45 PM	5:00 PM	Advisory Council Meeting
3:45 PM	5:00 PM	Member Council Meetings (Large Cities, Small Cities)
5:00 PM	7:00 PM	State League Executive Directors and Staff Reception
5:15 PM	6:15 PM	Get Engaged! NLC Membership Networking Reception and Expo
6:00 PM	7:30 PM	Youth Delegate Reception
6:15 PM	7:30 PM	Constituency Group Membership Meetings (HELO & APAMO)
6:30 PM		Evening Events and Constituency Group events <ul style="list-style-type: none">• 7:45 PM – 9:00 PM LGBTQ+LO Dinner (Ticket Required)• 7:45 PM – 9:00 PM HELO Dinner (Ticket Required)• 7:45 PM – 9:00 PM APAMO Dinner (Ticket Required)• 8:00 PM – 10:00 PM NBC-LEO Networking Reception (Ticket Required)

MONDAY, MARCH 10

7:00 AM	5:30 PM	Registration & Ask NLC Open
8:30 AM	10:00 AM	Opening General Session
10:00 AM	10:30 AM	Break
10:00 AM	10:30 AM	Press Conference
10:00 AM	11:00 AM	Local Indigenous Leaders (LIL) Meeting
10:30 AM	12:30 PM	Deep Dive Workshop Sessions
11:30 AM	1:00 PM	Youth Workshop & Closing Lunch Session
12:30 AM	1:45 PM	State League Executive Directors and Staff Luncheon
12:30 PM	1:45 PM	Member Council Meetings (Military Communities Council & University Communities Council, Youth Education and Families Council, First Tier Suburbs)
12:30 PM	1:45 PM	Networking Box Lunch
12:30 PM	1:45 PM	WIMG Luncheon (Ticket Required)
12:30 PM	1:45 PM	Strategic Partner Luncheon (Invite only)
12:30 PM	2:00 PM	Federal Agency Office Hours

1:45 PM	2:00 PM	Break
2:00 PM	3:30 PM	General Session
3:30 PM	4:00 PM	Break
4:00 PM	5:30 PM	Deep Dive Workshop Sessions
6:00 PM	7:00 PM	Membership Meeting (NBC-LEO, LGBTQ+LO)
6:00 PM		Evening Events, League Receptions, and Constituency Group events
		<ul style="list-style-type: none"> • 8:00 PM - 11:30 PM NBC-LEO Night Out (Ticket Required) • 8:00 PM - 10:00 PM Young Municipal Leaders Reception

TUESDAY, MARCH 11

7:30 AM	3:00 PM	Registration & Ask NLC Open
7:45 AM	8:45 AM	Celebrate Diversity Breakfast (Ticket Required)
8:00 AM	9:00 AM	State League State Advocacy Breakfast
9:00 AM	11:00 AM	Deep Dive Workshop Sessions
9:00 AM	11:00 AM	Race, Equity and Leadership Council Meeting
11:00 AM	11:30 AM	Break
11:30 AM	12:30 PM	Deep Dive Workshop Sessions
12:45 PM	2:15 PM	Luncheon and General Session
2:15 PM	3:30 PM	State League Deputy Directors Only Session
2:15 PM	3:30 PM	State League Executive Directors Only Session
2:15 PM	3:30 PM	Federal Agency Office Hours
3:30 PM	4:30 PM	Hill Day Training Session for Participants
4:15 PM	5:30 PM	WIMG Board Meeting
4:30 PM	6:30 PM	REAL Networking Happy Hour
8:00 PM	10:00 PM	NLC Evening Dessert Reception

WEDNESDAY, MARCH 12

8:00 AM	Grab and Go Breakfast
9:00 AM	NLC Hill Day– All Day

Thursday, October 17

7:00 a.m. – 5:00 p.m. <i>Exhibit Hall</i>	Registration Open – Sponsored by NPPGov
7:00 a.m. – 4:30 p.m. <i>Exhibit Hall</i>	Trade Show Open More than 72 organizations are exhibiting this year, showcasing innovative products and services that can help make your city a great place to live and work. Pick up an Exhibitor Bingo card at Registration, have exhibitors sign their square as you visit their booth, and turn it in for a chance to win a free 2025 conference registration.
7:00 a.m. – 8:00 a.m. <i>Main Floor Patio</i>	Professional Headshots The LOC's professional conference photographer will be available outside on the patio to snap your photo. Don't miss this free opportunity to update your headshot.
7:00 a.m. – 8:30 a.m. <i>Exhibit Hall</i>	Trade Show & Continental Breakfast
8:00 a.m. – 12:00 p.m. <i>Cascade EFG</i>	Councilors Workshop: Navigating City Governance: Charter Updates, Judicial Impacts, and Council Procedures <i>Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the workshop will be listed on the back of your badge.</i> This three-part workshop will focus on essential updates and best practices for city governance. In the first session, we will focus on developing clear rules of procedure for city council meetings, promoting efficient discussions and proper interactions among council members, city employees, and the public. Session two will explore how city charters can be modernized to better address current community needs, highlighting common concerns and successful examples of charter updates. Finally, in the third session we will provide insights into how recent state and federal court decisions have impacted city operations, including a review of significant rulings such as the most recent U.S. Supreme Court decision in <i>Johnson v. Grants Pass</i> regarding public space regulations and homelessness. Join us to enhance your understanding and improve governance in your city.
8:00 a.m. – 12:00 p.m. <i>Cascade B</i>	OCCMA Workshop & Business Meeting: Leading with Purpose in Local Government: Building Resilient Cultures in Uncertain Times <i>Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the workshop will be listed on the back of your badge.</i> In today's rapidly changing world, city and government leaders are navigating unprecedented challenges: balancing remote work with in-office demands; recruiting and retaining top talent; and leading teams under the intense scrutiny of public and political polarization. The pressure is real, but so is the opportunity to lead with purpose and create a workplace culture where people thrive. This session will equip attendees with the concrete tools and mindset shifts needed to build resilient, adaptable, and connected teams in the face of today's most pressing challenges. This workshop is more than just a learning session; it's a chance to rethink how we lead local government and build a future where people and communities can thrive. The OCCMA Business Meeting will occur from 11-12 p.m.
8:00 a.m. – 12:00 p.m. <i>Cascade AJ</i>	OMA Workshop & Business Meeting: Building Relationships & Steady Communication are the Keys to Being an Effective Mayor <i>Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the workshop will be listed on the back of your badge.</i> The OMA Business Meeting will occur from 8-9 a.m. Effective mayors build strong relationships with a broad range of individuals and groups, while also steadily and strongly

communicating the city's goals and needs. During this workshop, attendees will learn practical tips and advice from four mayors who have succeeded in: (1) building relationships with their constituents; (2) developing rapport with state and federal leaders; (3) communicating the goals and projects of their city with residents and businesses; and (4) conveying the city's needs to state and federal leaders.

12:00 p.m.– 12:45 p.m.
Cascade AJ

People of Color Caucus Business Meeting and Lunch

The purpose of the caucus is to:

- Promote positive and effective relationships among city officials of color, their communities, political leaders, the League of Oregon Cities and its affiliate entities (such as the Oregon Mayors Association, City/County Management Association, City Attorneys Association);
- Build and increase capacity of city officials of color and support a pipeline for people of color to engage in and serve in local government;
- Serve as a resource to the League of Oregon Cities in the formulation of its policy agenda; and
- Prepare and advance city officials of color to serve in positions of leadership within the League of Oregon Cities and its affiliate organizations.

12:00 p.m. – 1:00 p.m.
Exhibit Hall

Lunch & Trade Show

Lunch is provided for attendees in the trade show. Grab lunch, visit with your colleagues, and learn how these vendors can help your city achieve its goals.

12:45 p.m.– 2:45 p.m.
Front Entrance of the Riverhouse

Tour – Bend Pubs & Projects Tour – Sponsored by Johnson Controls

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.

Lunch is provided starting at 12 p.m. in the trade show. Tour buses will start loading at 12:30 p.m. outside the front entrance to the conference center and will depart at 12:45. Please wear appropriate clothes and walking shoes. If needed, dress for the weather, including sunscreen or rain gear.

Hop on board to discuss new and innovative city projects adjacent to some of Bend's best breweries. We will sip drinks while listening to city planners, engineers, and other staff discuss new development and projects happening in Bend. You'll chat about mixed-use developments, UGB expansion, active transportation infrastructure to enhance connectivity, community engagement, innovative funding opportunities and challenges, and much more. Grab a tasting glass and your notebook – and let's raise a pint to progress!

12:45 p.m.– 2:45 p.m.
Front Entrance of the Riverhouse

Tour – Bend Water Filtration Facility (WFF) Tour – Sponsored by Energy Trust

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.

Lunch is provided starting at 12 p.m. in the trade show. Tour buses will start loading at 12:30 p.m. outside the front entrance to the conference center and will depart at 12:45. Please wear appropriate clothes and walking shoes. If needed, dress for the weather, including sunscreen or rain gear.

The WFF is a closed facility and open to the public only through tours such as these. This tour will cover the treatment of water, not the intake facility within the watershed, and provide an overview of the Townsite Act process the city is going through to acquire the adjacent 48 acres of U.S. Forest Service land to expand the footprint of the WFF to build out infrastructure and accommodate the needs of our growing city over the next 50 years and beyond.

12:45 p.m.– 2:45 p.m.
Front Entrance of the Riverhouse

Tour – Bend UGB Expansion Sites Tour – Sponsored by Hayden Homes

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.

Lunch is provided starting at 12 p.m. in the trade show. Tour buses will start loading at 12:30 p.m. outside the front entrance to the conference center and will depart at 12:45.

Please wear appropriate clothes and walking shoes. If needed, dress for the weather, including sunscreen or rain gear.

Hop aboard a vintage red trolley to visit current and potential future sites of urban growth boundary expansion in Bend. From the state's first HB 4079 pilot project at the 35-acre Parkside Place development to the 360-acre development at Stevens Ranch, learn how public-private partnerships are creating more than 3,400 new units – including deed-restricted and educator-specific housing. You'll also visit several potential sites from Bend's recent application for landowners interested in building more affordable housing through a one-time UGB expansion (via SB 1537).

1:00 p.m. – 2:30 p.m.

Cascade AJ

Breakout Sessions

Creating a Project Homeless Connect One Day Event in Your Community – Sponsored by Oregon Beverage Recycling Cooperative

A person experiencing homelessness often has many needs, requiring different service providers and programs—and meeting each of these needs can be challenging and time consuming. This session will provide cities with advice on how they can implement a Project Homeless Connect One Day Event in their own communities. Through One-Day Events, a person experiencing homelessness can find extensive critical services that would otherwise take months to secure. Services include dental care, eyeglasses, haircuts, connections to second-chance employers, social service applications, HIV testing, mental health and addiction recovery counseling, veterinary care, chiropractic adjustments, and more.

Cascade CD

Maximizing City Resources with Artificial Intelligence: Practical Applications of ChatGPT to Transform City Operations – Sponsored by Comcast

This hands-on session is designed to revolutionize the way cities tackle everyday tasks. Discover how ChatGPT can be used to streamline research, simplify grant writing, manage schedules, and more—helping you save time and maximize efficiency. You'll learn how to craft effective prompts to get the most out of this powerful tool, allowing you to do more with less and address capacity challenges. Bring your laptop and get ready to explore practical, easy to implement solutions that can make a real difference in your city's daily operations.

Cascade B

Ripple Effect Mapping

This highly engaging, hands-on session will walk you through a fun and celebratory process that can capture community success stories and impacts. Results can be used for assessments, reports, and narratives for grant applications, marketing, and storytelling. Use this method when you want to reflect on program accomplishments in ways that can't be captured in a survey while building community excitement and pride.

2:30 p.m. – 3:00 p.m.

Networking Snack Break – Sponsored by Express Scripts

3:00 p.m. – 4:45 p.m.

Cascade EFGHI

Welcome and Keynote – Sponsored by PGE

- **Welcome:** Dave Drotzmann, LOC President; Mayor, Hermiston
- **Color Guard:** Bend Police Department Honor Guard
- **National Anthem:** Bend High Dynamics
- **Welcome from City of Bend:** Mayor Melanie Kebler
- **Opening Comments:** LOC Executive Director Patty Mulvihill
- **Introduction of Keynote Speaker:** PGE
- **Keynote Speaker:** Dr. Abdul El-Sayed

Dr. El-Sayed has dedicated his career to health equity, resiliency, and environmental justice. He currently serves as the Public Health Director for Michigan's largest and most diverse county, where he oversees everything from public health to veterans services. Every week, on his award-winning podcast *America Dissected*, Dr. El-Sayed invites tens of thousands of listeners to go beyond the headlines with him and leading experts in science, public health, healthcare, public policy, and politics to explore the intersection between health and society.

4:45 p.m. – 6:15 p.m. <i>Cascade BCD</i>	Welcome Reception – Sponsored by Aetna, Homeserve, NW Natural, and Orrick, Herrington & Sutcliffe City officials and government agency staff are invited to start your evening with our first social event of the conference and enjoy hors d'oeuvres and beverages.* We'll also be holding several raffle drawings for fabulous prizes, so come and enjoy happy hour as you network with colleagues. Please Note – badges must be presented for admittance. *No-host bar
5:00 p.m. – 8:00 p.m. <i>Deschutes NS</i>	LOC Nominating Committee Meeting First, the committee will hear candidates for the 2025 LOC Board of Directors present their qualifications for service on the League's governing body. The committee will then prepare a proposed slate for a vote by the full membership during Saturday morning's annual membership meeting.
8:30 p.m. – 10:00 p.m. <i>Deschutes NS/Eddy</i>	Caucus Mixer All are welcome to cap off the evening by enjoying drinks*, snacks and lawn games with your fellow attendees. Hosted by the People of Color Caucus and the Women's Caucus. *No-host bar

Friday, October 18

7:00 a.m. – 2:00 p.m. <i>Exhibit Hall</i>	Registration Open – Sponsored by NPPGov
7:00 a.m. – 2:00 p.m. <i>Exhibit Hall</i>	Trade Show Open
7:00 a.m. – 8:30 a.m. <i>Exhibit Hall</i>	Breakfast & Trade Show Enjoy breakfast while visiting the trade show. We have set this dedicated time aside prior to the day's festivities to give you the opportunity to visit with the businesses and agencies that serve local government.
7:15 a.m. – 8:15 a.m. <i>Main Floor Patio</i>	Professional Headshots The LOC's professional conference photographer will be available outside on the patio to snap your photo. Don't miss this free opportunity to update your headshot.
8:00 a.m. – 9:00 a.m. <i>Cascade CD</i>	Large Cities Networking An opportunity for cities with a population greater than 25,000 to network and have a conversation with peers about issues specific to large-sized cities.
8:00 a.m. – 9:00 a.m. <i>Cascade AB</i>	Medium Cities Networking An opportunity for cities with a population of 7,500 to 25,000 to network and have a conversation with peers about issues specific to medium-sized cities.
8:15 a.m. – 9:00 a.m. <i>Cascade EFG</i>	Small Cities Networking An opportunity for cities with a population less than 7,500 to network and have a conversation with peers about issues specific to small-sized cities.
9:15 a.m. – 12:15 p.m. <i>Front Entrance of the Riverhouse</i>	Tour – Bend Central Area Redevelopment Tour <i>Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.</i> Tour buses will start loading at 8:45 a.m. outside the front entrance to the conference center and will depart at 9 a.m. Please wear appropriate clothes and walking shoes. If needed, dress for the weather, including sunscreen or rain gear. Discover how the city of Bend has leveraged innovative programs to achieve its development and redevelopment goals by touring the Central Core of Bend, where key redevelopment projects are underway or planned. Tour stops include: the Jackstraw mixed use development; the Timber Yards Master Plan development at the former Korpine site; and the Wilson Avenue Corridor Project.

9:15 a.m. – 12:15 p.m.

*Front Entrance of
the Riverhouse*

Tour – Downtown Redmond Economic Development Tour

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.

Tour buses will start loading at 8:45 a.m. outside the front entrance to the conference center and will depart at 9 a.m. Please wear appropriate clothes and walking shoes. If needed, dress for the weather, including sunscreen or rain gear.

This tour will highlight more than \$100 million of recent investment in downtown Redmond. Tour stops will include: the historic renovation and reuse of a public school into Redmond City Hall; the nearly completed \$40-plus million rebuild of the Redmond library; a recent expansion of Redmond's premier downtown Park – Centennial Park; an historic renovation of the SCP motel; and multiple new businesses on Redmond Main Street.

9:15 a.m. – 10:15 a.m.

Cascade EFG

Breakout Sessions

Hate Speech and Civility: What's a City to Do?

Learn what the law allows cities to do in response to hate speech and crimes, and hear examples of how city leaders are responding.

Cascade HI

Lessons Learned from the Alameda Fire

The 2020 Alameda Fire devastated cities in Southern Oregon. Hear from city officials who responded to the disaster and the lessons they learned.

Cascade AB

Lobbying the LOC Priorities

The LOC's member cities have spoken, and we have our legislative priorities for 2025! Come and learn from your LOC lobby team how to message and present these important issues to your legislators and build our coalition to pass these critical city objectives.

Cascade CD

Water Conservation: Stretching Water Supplies into the Future

Learn how the cities of Bend and Redmond are employing a suite of conservation measures to stretch water supplies into the future. This presentation will focus on conservation program history, its current state of operation, and how the program will continue to be an important part of the long-term water supply planning strategy.

10:15 a.m. – 10:45 a.m.

Networking Break

10:30 a.m. – 4:30 p.m.

Deschutes NS

Mastering Media Interactions: A Workshop on Advanced Communication Techniques

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.

Tailored specifically for city officials and first responders who engage with the media, this workshop is designed to provide deeper knowledge and skills for interacting with the media on-camera. During the session, participants will learn practical techniques for engaging with journalists in various media scenarios and will have the opportunity to practice in realistic, on-camera role plays. Key topics include: Media preparation and building confidence; understanding interview dynamics and body language; and handling difficult questions effectively. Come prepared for a highly interactive training, and leave equipped with tools for effectively engaging with the media to communicate information from your city.

10:45 a.m. – 11:45 a.m.

Cascade EFG

Breakout Sessions

Government to Government with Tribal Nations

Participants will explore effective strategies for building meaningful partnerships with Indigenous communities and Tribal governments. The session will highlight best practices for fostering respectful communication, understanding Tribal priorities, and engaging in collaborative projects that benefit local governments and Tribes. Through personal accounts and interactive discussions, participants will gain insights into successful collaborations that promote mutual respect, shared goals, and sustainable outcomes.

Cascade HI

Managing a Successful City Manager/Administrator Recruitment – Sponsored by Local Government Personnel Services

This session will cover the basics of a successful recruitment process, including best practices for conducting a background investigation; pros and cons of internal versus external hiring; whether to require an MPA credential; and how and when a city can use executive session during the process. Attendees will leave with a better understanding of recruitment options and feel more confident when their city is faced with finding its next chief administrative officer.

Cascade AB

Property Tax 101: History and Opportunities for Change

It's been roughly 30 years since voters passed Measures 5 and 50, which fundamentally changed Oregon's property tax system and brought a new set of challenges to cities' ability to provide basic services. Oregon's property tax system: limits revenue growth below the cost of providing services; prevents local governments from capturing the true cost of growth; and limits local decision making. The problems with the system are well known, so why haven't we changed it? Learn about the history that got us to Measures 5 and 50, the consequences 30 years later, and what opportunities there may be for change.

Cascade CD

Solutions for Rural Communities: North Marion County Economic Development Collaboration

In an effort to develop stronger connections and strategies within the region, North Marion County's rural communities have collaborated on their economic development efforts from tourism, business assistance and development, and strategic planning. Speakers will share how they have been successful in their region and provide guidance in identifying the best collaborative partners for your efforts.

12:00 p.m. – 1:00 p.m.

Cascade EFG

Women's Caucus Business Meeting & Lunch

The League of Oregon Cities Women's Caucus is a voluntary association open to elected and appointed current, former and upcoming city leaders which strives to:

- Promote positive and effective relationships among women city officials, their communities, political leaders, and the LOC;
- Build and increase the capacity of women to engage in and serve in local government;
- Serve as a resource to the LOC Board in the formulation of its policy agenda;
- Equip and advance women city officials to serve in positions of leadership on the LOC Board; and
- Support, encourage and highlight the successes of city officials who are women.

12:00 p.m. – 1:30 p.m.

Exhibit Hall

Lunch with Trade Show

Lunch is provided for attendees in part through vendor participation in the trade show. Grab lunch, visit with your colleagues, and learn how these vendors can help your city achieve its goals.

12:30 p.m. – 1:00 p.m.

Main Floor Patio

Professional Headshots

The LOC's professional conference photographer will be available outside on the patio to snap your photo. Don't miss this free opportunity to update your headshot.

1:00 p.m. – 4:00 p.m.

Front Entrance of the Riverhouse

Tour – Redmond Airport & USFS Tank and Smokejumper Base Tour – Sponsored by Amazon

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.

Lunch provided starting at 12 p.m. in the trade show. Tour buses will start loading at 12:45 p.m. outside the front entrance of the conference center and will depart at 1 p.m. Please wear appropriate clothes and walking shoes. If needed, dress for the weather, including sunscreen or rain gear.

Tour Redmond's 30-acre campus on the northern section of the Redmond Airport where smokejumpers, hotshots, air tankers, and other equipment deploy for fires. The dispatch center is also based out of this location.

1:00 p.m. – 4:00 p.m.

*Front Entrance of
the Riverhouse*

Tour – Sister Place Making Economic Development Tour

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the tour will be listed on the back of your badge.

Lunch provided starting at 12 p.m. in the trade show. Tour buses will start loading at 12:45 p.m. outside the front entrance of the conference center and will depart at 1 p.m. Please wear appropriate clothes and walking shoes. If needed, dress for the weather, including sunscreen or rain gear. Learn how the city has developed a public-private partnership through the creation of a "public plaza". Tour stops will include the Sisters Makers & Fir Street Park, the Barn, and potentially the Sisters Coffee Production Facility.

1:30 p.m. – 2:30 p.m.

Cascade AB

Breakout Sessions

Effective Strategies for Managing Short-Term Rentals in Your Community – Sponsored by Avenu Insights & Analytics

Learn how to navigate the complexities of short-term rental (STR) regulation and enforcement to protect community interests and maximize revenue. This session will focus on practical strategies for managing STRs, including effective monitoring, compliance enforcement, and revenue collection, all while reducing the strain on local resources. Attendees will gain insights into balancing the economic benefits of STRs with the need to preserve neighborhood integrity and public safety.

Cascade CD

Ethics Update

The Oregon Government Ethics Commission is currently in the rule making process for the implementation of their expanded open meetings authority and updating executive session law. Attendees will get a summary of changes and hear how the LOC will be seeking legislative corrections.

Cascade HI

Fostering Successful Collaboration with Local Organizations to Build Stronger Communities

Explore how cities can successfully collaborate with local organizations to address pressing community challenges. Hear from city leaders who have navigated the complexities of partnership, from identifying community needs to selecting the right local organization to work with. Learn what strategies led to success, the hurdles they encountered, and how they adapted their approach. Whether you're looking to strengthen existing partnerships or forge new ones, this session offers valuable lessons and practical takeaways to help your city achieve impactful outcomes through collaboration.

Cascade EFG

What We Aren't Telling You: The Challenges Faced by Elected Women in the 21st Century – Sponsored by Pacific Power

Learn what men and women can do as allies to support women in leadership, and what we just aren't being frank about. Panelists will share personal lived experiences, and information will be presented from a recent study by the Pew Research Center.

2:00 p.m. – 5:00 p.m.

Lobby

Registration Open – Sponsored by NPPGov

Conference registration moves to the Conference Center Lobby after the trade show ends.

2:30 p.m. – 3:00 p.m.

Lobby

Snack Break – Sponsored by 3PO Networks

Enjoy an afternoon snack and network with colleagues in the conference center lobby, presented by 3PO Networks.

3:00 p.m. – 4:00 p.m.

Cascade HI

Breakout Sessions

Denmark – Industrial Symbiosis Model for the U.S.

Explore opportunities to turn your wastewater treatment facilities and industrial parks into financial wins and long-term sustainability. Presenters include experts in Industrial Symbiosis and practitioners implementing a real-time application in the Pacific Northwest.

Cascade EFG

Deploying More Infrastructure for Less Money, and Faster! – Sponsored by Orenco Water

How can Oregon's small to medium-sized cities expedite the process of providing their communities with much-needed infrastructure? This session will show how cities are

now implementing a process which combines local manufacturing, cutting-edge technology, and private funding to realize cost-effective wastewater collection and treatment solutions.

Cascade CD

Empowering Youth: Building Effective Youth Advisory Councils

Presented by experienced youth council advisors from cities statewide, this fun and in-depth presentation is designed to help cities of all sizes create or enhance their youth advisory councils. The session will explore the history and benefits of youth councils across Oregon, emphasizing their positive impact on communities. Topics will include defining roles and responsibilities, initiating community projects, engaging youth through activities, and fostering city advocacy. You'll also learn practical skills such as budgeting, member selection, youth engagement opportunities with the LOC, and best practices for policies.

Cascade AB

FEMA's Pre-Implementation Plan, and Impacts to Communities & Property

Speakers will provide an update on Federal Emergency Management Agency's (FEMA) proposed strategy to implement changes to the National Flood Insurance Program (NFIP) in Oregon. This will include the latest information on FEMA's recently released "Pre-Implementation Compliance Measures (PICMs)" and options for responding ahead of the December 1 deadline.

6:00 p.m. – 8:00 p.m.

Cascade BEFGHI

Awards Dinner – Sponsored by Comcast

Pre-registration required. Visit the conference registration booth if you haven't pre-registered. If you are pre-registered, the dinner will be listed on the back of your badge.

5:50 p.m. Doors Open and No-Host Bar

6:15 p.m. Plated Dinner Service, followed by Awards Program

The awards dinner is a conference tradition, acknowledging the winners of the LOC's Exceptional Service Awards and City Awards. Following the award presentations, join us for the President's Reception.

8:00 p.m. – 9:00 p.m.

Cascade B

President's Reception

Immediately following the Awards Dinner, join LOC President Dave Drotzmann to congratulate the winners, and enjoy desserts and an after-dinner drink at the no-host bar.

Saturday, October 19

7:30 a.m. – 12:30 p.m.

Lobby

Registration/Information

7:30 a.m. – 9:00 a.m.

Cascade BEFGHI

Breakfast Session – An Update on the SCOTUS Decision in *Grants Pass v. Johnson* – Sponsored by Markowitz Herbold

Breakfast served: 7:30 a.m.; program starts: 8 a.m. In a long-awaited decision, the United States Supreme Court this summer overturned prior case law stating the Eighth Amendment's Cruel and Unusual Punishments clause barred cities from enforcing public camping ordinances. How did we get here and what does the Supreme Court's decision mean for cities in Oregon?

9:15 a.m. – 10:45 a.m.

Cascade BEFGHI

Closing Keynote: Rethinking Success in Rural Development – Sponsored by MacDonald-Miller Facility Solutions

Mr. Estes will lead a discussion on the Aspen Institute's Measure Up report that presents six new principles for measuring rural development progress. The principles are designed to rethink how success in rural regions is measured, but the lessons here can be applied to all city development. The session will provide an opportunity for you to think about the lessons in the context of your own city and what opportunities there are to reimagine what success looks like in your region.

10:45 a.m. – 11:00 a.m.

Networking Break

11:00 a.m.– 12:30 p.m.

Cascade BEFGHI

Annual Business Meeting – Sponsored by CIS

The LOC's Annual Business Meeting is an opportunity for member cities to get involved with the LOC through the election of new board members and voting on an amendment to the LOC Constitution. It also includes a report by the executive director of 2024 LOC accomplishments, a preview of new initiatives for 2025, and an awards presentation from CIS.

Voting at the Business Meeting:

Member cities will vote on LOC officers and board members for 2025. Each city is entitled to cast one vote at the meeting. Voting cards will be available starting at 7:30 a.m. on Saturday outside the room and must be picked up by 10:45 a.m. Delegates may not vote without a card. Voting by proxy is not permitted.



Local Government Spring Conference

Thursday, April 25

8:00 a.m. – 4:45 p.m. <i>Ballroom Foyer</i>	Trade Show Open
8:00 a.m. – 4:45 p.m. <i>Ballroom Foyer</i>	Registration Open
8:30 a.m. – 11:30 a.m. <i>Mahogany/Ponderosa</i>	Councilors Workshop and Breakfast: Mental Health Awareness <p>This training will explore how mental health impacts city leaders and will identify ways to encourage the use of resources, benefits, and coping skills. Topics discussed will include: mental health signs and symptoms, self-care for ourselves and others, and resources to support.</p>
8:30 a.m. – 11:30 a.m. <i>Cedar/Aspen</i>	Mayors Workshop and Breakfast Part One: City Charter Updates – Emerging Trends and Recommended Processes <p>Does your charter help or hinder today's challenges? A charter lays out the organization, powers, functions, and procedures of city government. Mayors, and their council colleagues, should ask themselves if their foundational and guiding document serves as a help or hindrance to meeting current challenges. This session will: highlight how cities are modernizing their charters to better address current community needs; showcase common areas of concern and gaps the LOC has noticed in existing charters; and provide examples of how cities have successfully reviewed and updated their charters.</p> Part Two: The Mayor's Role in Communicating City Needs <p>Mayors wear many hats in their local government leadership role. One of the biggest is communicating with residents, whether it's explaining new charter language, why a local option levy is needed to fund public safety, or keeping residents informed during an emergency. Panelists will explain the communication approach they take when educating the public about city needs, as well as best practices for keeping people informed and calm during emergencies.</p>
8:30 a.m. – 11:30 a.m. <i>Lodge Conference Room</i>	Managers Workshop and Breakfast – Planning For & Recovering from an Emergency <p>Over the last four years, Oregon communities have faced natural disasters and public health emergencies. Every disaster has a ripple effect, including watershed issues, economic stress, tourism impacts, and to property loss. How do you plan for your community's future in an ever-changing natural environment? Participants will hear from front line staff who have worked in emergency operation centers dealing with a large urban fire. How did they successfully communicate across jurisdictions? What can cities expect from FEMA? What does post recovery look like? Panelists will also explain what they wish they knew before the emergency hit and how to best set up your community for resiliency.</p>
11:30 a.m. – 12:00 p.m.	Networking Break
12:00 p.m. – 1:30 p.m. <i>Woodlands Ballroom</i>	Welcome & Keynote Lunch – Sponsored by CIS <ul style="list-style-type: none">• Welcome: Dave Drotzmann, LOC President; Mayor, Hermiston• Welcome from the City of Klamath Falls and Land Acknowledgement: Mayor Carol Westfall• Tribal Blessing: Member of Klamath Tribe• Color Guard: Henley HS/ROTC; Group Leader, David Brosius• National Anthem: Olivia Snow• Sponsor Comments: Patrick Priest, Executive Director, CIS• Keynote Speaker: Sheriff Nick Hunter, Marion County

The Marion County Sheriff's Office is the only agency in the state operating a Law Enforcement Assisted Deflection (LEAD) program. While maintaining officer discretion, the LEAD program gives police officers and prosecutors a tool to vector a person suffering from addiction towards treatment and recovery and away from incarceration. As Ballot Measure 110 reforms take shape, LEAD programs will become ubiquitous throughout the state and cities will play a significant role in making them successful.

1:30 p.m. – 2:00 p.m.	Networking Break
2:00 p.m. – 3:00 p.m. <i>Woodlands Ballroom</i>	Breakout Sessions Forging the Path: Supporting Women in Elected Leadership – Sponsored by AARP In this session presented by the Women's Caucus, attendees, panelists, and facilitators will consider strategies for addressing the isolation, tokenizing, and disconnection experienced by women in elected leadership. They will also be supported in reflecting on their own leadership stories and discussing methods for addressing the gender-based challenges they experience in their roles.
<i>Juniper Hall</i>	Wildfire Resilience and Community Risk Reduction – Sponsored by Erickson, Inc. Learn about Oregon's approach to reducing wildfire in communities. We'll discuss how to reduce risk, the importance of understanding risk, and how this connects to insurance.
3:00 p.m. – 3:30 p.m.	Networking Snack Break – Sponsored by Prothman
3:30 p.m. – 4:30 p.m. <i>Woodlands Ballroom</i>	Public Safety Financing: Levies, Fees and Contracts, Oh My! – Sponsored by Flock Safety The demand for public safety protection and the cost of those services continues to rise. Hear from cities that are creatively funding police protections with the support of their voters through levies, fees and partnerships.
4:45 p.m. – 6:15 p.m. <i>Outside (Location TBD)</i>	Onsite Networking Happy Hour Reception – Sponsored by NPPGov Join us as we wrap up the first day of conference with a networking reception! Enjoy drinks and appetizers with your peers.
6:15 p.m. – 8:30 p.m.	Dinner on Your Own The city of Klamath Falls has arranged free transportation for attendees. A bus will pick up members outside the front of the Running Y at 6:15 p.m. and depart at 6:30 p.m. The bus will then drop people off downtown at Sugarman's Park (533 Main St.). At 8 p.m. the bus will load at the same location and bring attendees back to the Running Y.
6:30 p.m. – 7:30 p.m. <i>Woodlands Ballroom</i>	Womens Caucus Membership Meeting
8:30 p.m. – 10:30 p.m. <i>Running Y Bar and Lobby</i>	Mixer Hosted by LOC Caucuses Join the LOC caucuses for a post-dinner reception and enjoy networking with your peers and Bingo with great prizes!

Friday, April 26

7:00 a.m. – 4:45 p.m. <i>Ballroom Foyer</i>	Trade Show and Registration Open
7:30 a.m. – 8:30 a.m. <i>Woodlands Ballroom</i>	Networking Breakfast: U.S. Supreme Court Update – City of Grants Pass v. Johnson – Sponsored by Markowitz Herbold PC Enjoy networking with your peers and hear an update on a forthcoming ruling that will impact cities not only in Oregon, but across the country. Attorney Anit Jindal of Markowitz Herbold PC will discuss the current status of Grants Pass vs. Johnson and the potential outcomes of the court's ruling.

8:30 a.m. – 10:00 a.m. <i>Woodlands Ballroom</i>	Agency Directors Roundtables – Sponsored by Business Oregon Directors from five key state agencies and Regional Solutions staff will discuss the importance of relationships between state agency partners and local governments. This roundtable format will allow for direct engagement with each agency director.
10:00 a.m. – 10:30 a.m.	Networking Break
10:30 a.m. – 11:30 a.m. <i>Juniper Hall</i>	<u>Breakout Sessions</u> Rural Resources: Grants & Funding Opportunities – Sponsored by Oregon Transportation and Growth Management Program Rural and small cities often lack the capacity to chase down funding opportunities from a myriad of agencies and organizations. Hear from a panel of experts who are working on breaking down the barriers for funding opportunities and promoting rural collaboration.
<i>Woodlands Ballroom</i>	Oregon Housing and Community Services Resources Update – Sponsored by Oregon Beverage Recycling Cooperative As part of Governor Kotek’s Executive Order on Affordable Housing and Homelessness, and following overwhelming support in affordable housing investments from the 2023 legislative session, Oregon Housing and Community Services (OHCS) is redesigning and streamlining how they fund affordable housing and shelter around the state. Participants will learn how resources will be allocated, and how cities can support affordable development and homeless response efforts.
11:30 a.m. – 11:45 a.m.	Networking Break
11:45 a.m. – 1:15 p.m. <i>Woodlands Ballroom</i>	Lunch & General Session: Leveraging the Power of Regional Coordination to Meet Oregon’s Housing Goals – Sponsored by Hayden Homes The lack of safe and affordable housing across Oregon has become an economic development barrier, and in many instances, a public health crisis. Cities are no stranger to using regional coordination as a tool for local problem solving. This session will unpack regional coordination models to address local housing needs and inform a stronger state response to Oregon’s housing crisis. Delve into real-world examples from around the state, and walk away with actionable ideas for your community and a deeper understanding of how regional coordination, informed by public and private efforts, can be a catalyst for sustainable, statewide housing solutions.
1:15 p.m. – 1:30 p.m.	Networking Break
1:30 p.m. – 2:45 p.m. <i>Woodlands Ballroom</i>	<u>Breakout Sessions</u> A Conversation with Oregon’s Water Caucus Co-Chairs – Sponsored by Homeserve State Representatives Ken Helm and Mark Owens will recap the pressing water issues from the 2024 short legislative session and preview what’s in store for 2025. The Oregon Legislature’s Water Caucus is a bipartisan, bicameral group of legislators and staff committed to fostering a resilient water future for all. The caucus recognizes that tackling complex water challenges requires focused leadership, innovation, and long-term commitment to learning and working together. Its core functions include facilitating learning, convening conversations, promoting informed decision-making, and elevating the priority of water-related policies and investments.
<i>Juniper Hall</i>	Leading Communities through the Lens as a Person of Color – Sponsored by McKinstry Oregon demographics are changing, and community leaders must understand, recognize, and include residents from different backgrounds in decision making. Community leaders will share how their lived experiences have shaped their leadership approach, offering a better understanding of how to create an inclusive environment.
2:45 p.m. – 3:15 p.m.	Networking Snack Break – Sponsored by Energy Trust

3:15 p.m. – 4:45 p.m. <i>Woodlands Ballroom</i>	The Role of Cities in Implementing Oregon’s Updated Addiction Response – Sponsored by Klamath Basin Behavioral Health The Legislature has made significant changes that will help local communities better serve those who are struggling with substance abuse disorder, and in the process preserve livability. New policies will give cities the agency to address these issues in ways that weren’t possible while Measure 110 was in effect. Learn how cities can best address addiction and what partnerships are needed to mitigate this crisis.
4:45 p.m. – 7:00 p.m.	Dinner on Your Own
7:00 p.m. – 10:00 p.m. <i>Woodlands Ballroom</i>	Casino Night Reception – Sponsored by PGE Join us for a fun-filled evening to end the conference with a casino night! The night kicks off with a mesmerizing falcon show! Watch as majestic raptors take flight with precision and grace, showcasing their aerial prowess in a breathtaking display of speed and agility. Then enjoy a night of casino fun with appetizers, no host bar, and prizes!

OREGON MAYORS ASSOCIATION 2024 SUMMER CONFERENCE SCHEDULE

10:00 am
- 2:00 pm

Golf Tournament

Don't miss an opportunity to play on an Arnold Palmer Signature Golf Course at the Running Y Resort. Join mayors and guests from across the state to participate in the golf tournament. Pre-registration is required.

10:00 am
- 3:00 pm

Crater Lake Mayor and Guest Tour

Attendees should meet in the lobby and plan to board the bus at 9:45 am. It takes about 90 minutes to get to the lake and there will be a 2-hour tour. If members would prefer to meet the group at Crater Lake plan to be there at 11:30 a.m. for the tour.

1:00 -
5:00 pm

Registration Open

Check in at registration and collect your name badge, welcome bag, conference program, and other handouts. Registration will be open for the duration of the conference and staff will be available to answer questions.

3:00 -
4:30 pm

Newcomer's Orientation

Are you new in your mayoral position or is this your first OMA conference? Come and learn tips from other newly elected and seasoned mayors about what it takes to be successful and effective in your new role. This session will also provide an informal opportunity to meet new mayors early in the conference.

4:30 -
6:00 pm

Reception at 9th Street Venue

Join your fellow mayors and guests for a networking reception at the 9th Street Venue in downtown Klamath Falls before hitting the town for Third Thursday.

Transportation will be provided. Buses will begin loading at 4:30 pm and leave the Running Y Resort promptly at 4:45 pm.

6:00 -
8:15 pm

Third Thursday

Third Thursday is Klamath Falls' premier downtown event and one of the region's largest outdoor festivals. Locals and out-of-town visitors alike will converge on Main Street between 4th and 11th Streets - including Klamath Commons Park - to enjoy activities, vendor booths, art, fresh food, and live professional music on three separate stages! Three of downtown Klamath Falls' parks are included in the event enclosure, providing comfortable places to eat, people watch, enjoy live music, or just get off your feet for a few minutes. Many of the downtown businesses remain open after hours so that you can experience Downtown Klamath Falls' charming retail and eatery options, during or after the event.

Buses will load at the 9th Street Venue at 8:15 p.m. and will depart promptly at 8:30 p.m. to return to the Running Y Resort.

8:00 am -
5:00 pm

Registration Open

8:00 - 8:45
am

Networking Breakfast

8:45 - 10:00
am

Opening Ceremonies

- **Presider:** Mayor Rod Cross, Toledo & OMA President
- **Sponsor:** NW Natural
- **Color Guard:** Klamath Falls Police Department
- **National Anthem:** Landon Beaty, Klamath Falls High School
- **Welcome:** Mayor Carol Westfall, Klamath Falls
- **Tribal Blessing:** The Klamath Tribes

10:00 -
10:15 am

Break

10:15 -
11:15 am

Breakout Sessions

1. Navigating Urban Growth Boundary Expansions: Exploring Traditional vs. Expedited Processes *(Sponsored by Hayden Homes)*

Join the session speakers as they explain the difference between the traditional UGB amendment process and the expedited process under Senate Bill 1537. Learn about the pros and cons of each method and tips for getting through the process. The panel will also discuss recent legislation passed during the 2024 session that clarifies that local UGB expansion decisions are not eligible to be referred to the ballot.

[Expedited UGB Expansion Booklet - Session Handout](#)

2. The Real & Consequential Impact of Measures 5 & 50 on Oregon Cities

Measures 5 and 50 have real and consequential impacts on Oregon cities. Attendees will be provided a brief overview of how Oregon's property tax system works, and then be given a first-hand look at how the property tax system negatively impacts an actual Oregon city – from the city's inability to fully provide needed and expected services, to the city's ever-increasing reliance on varying fees and special operating levies. The burdens caused by Measures 5 and 50 are often unseen, this session will bring those burdens into the light, and conclude with information on work the LOC is doing to try and provide cities with needed revenue relief.

11:15 am -
12:15 pm

General Session – State Agency Forum

Representatives from four state agencies will lead roundtable discussions with mayors allowing for direct engagement with each agency.

12:15 -
12:30 pm

Break

12:30 - 1:30
pm

Lunch & Keynote Address (*Sponsored by Comcast*)

Partnering with Rural Oregon. Join Margaret Hoffman, State Director of USDA Rural Development to learn how the USDA is investing in rural Oregon through loan and grant programs aimed at expanding access to high-speed internet, transportation infrastructure, housing, healthcare, education, and other essential programs that make communities. With more than 70 programs to offer, mayors will learn how cities have benefited from partnering with the USDA and how these programs could help further your own community's goals.

1:30 - 1:45
pm

Break

1:45 - 5:00
pm

Mayor & Guest Tour: 173rd Air Guard Mission and Partnership with the City of Klamath Falls

An opportunity for attendees to learn about the City-owned Crater Lake – Klamath Regional Airport and its primary tenant the 173rd Fighter Wing of the Air National Guard. Learn about the history of the airport and gain an understanding of its economic impact to the community from the many types of operations that are based at the airport. Attendees will get a tour of the airfield, ANG facilities and may even get a chance to view landing jets.

1:45 - 5:00
pm

Wastewater Facility, Downtown & Geothermal Tour

This afternoon tour is comprised of two components. The first stop will be at the Wastewater Treatment plant where mayors will learn about the plants upgrades that are being driven by NPDES requirements. For the second half of the tour mayors will learn more about two important facets of Downtown Klamath Falls: the geothermal system and public gathering spaces.

6:30 - 9:30
pm

Annual Silent Auction

Mayors, spouses, and guests are invited for a welcome reception and to participate in our annual fundraiser auction at the Running Y Resort. Please bring your auction items directly to the Conference Registration desk – LOC staff will ensure each auction item is safely transported to the auction location and properly displayed for bidding purposes. This silent auction will feature gift baskets brought by mayors from all over the state. One hundred percent of the funds raised go to the OMA scholarship fund.

8:00 am -
5:00 pm

Registration Open

8:00 - 9:00
am

Networking Breakfast

9:00 - 10:00
am

Breakout Sessions

1. The Impact of Arts and Culture on Oregon Cities

Did you know that Oregon's arts and culture sector contributed \$829 million to Oregon's economy in fiscal year 2022? The speakers will provide insight into how the arts enrich Oregonian lives, drive economic development, and shape the identity of our cities. Mayors will learn the importance of promoting art and culture in their communities.

2. Unity in Governance: Strategies for Mayoral Consensus Building

Building consensus is a critical aspect of effective leadership. Mayors attending this session will explore effective strategies for fostering unity among their council members, community leaders, city staff, and key stakeholders. Whether you're a seasoned mayor or newly elected, join the panel to discover how to build bridges, forge partnerships, and create a shared vision for progress and prosperity in your city.

10:00 -
10:15 am

Break

10:15 -
11:30 am

Breakout Sessions

1. [Creating Successful Citizen Academies](#)

Learn from cities of varying sizes on how they operate successful citizen and police academies. Citizen academies serve as a tool for educating and engaging residents in the intricacies of managing a city, they give participants a deeper understanding of city departments and empower them to become active in their local government. Drawing on examples and interactive discussions, this session will equip mayors with the knowledge, resources, and inspiration needed to launch or enhance citizen academies in their own communities.

2. When Cities Need Infrastructure Funding, it's a Mayor's Job to Find It

Oregon cities face a dire situation when it comes to infrastructure. Existing infrastructure has reached the end of its lifespan, and desperately needed housing is contingent upon infrastructure investments. Over the last two years, multiple cities in Oregon have been successful in securing direct state or federal dollars to upgrade or install infrastructure – and in those instances, mayors played a pivotal role in securing these important fiscal resources. This session will provide mayors with proven tips on how to secure direct infrastructure dollars for their own cities.

11:45 am-
1:00 pm

Lunch and Student Contest Awards Presentation

Join 2023 – 2024 “If I Were Mayor...” student contest first place winners Prakrithi Balasubramanian of Sherwood (elementary school), Leuca Wanford of Lake Oswego (middle school), and Hadley Huzefka of Albany (high school) to celebrate.

1:00 - 1:15
pm

Break

1:15 - 2:45
pm

Revitalizing Downtowns: Strategies and Successes from the Oregon Main Street Program

Downtowns are traditionally the heart of a community, but how are businesses and cities coping with the surge in online retail? Join Sheri for an insightful session on revitalizing downtowns, where she'll delve into the strategies and successes championed by the Oregon Main Street Program. Discover how communities across Oregon have transformed their downtown areas into vibrant hubs of activity and economic growth. From preservation efforts to customer incentive programs learn valuable lessons and best practices that can inspire and guide your own revitalization efforts.

2:45 - 3:15
pm

Snack Break

3:15 - 4:45
pm

How State & Federal Courts Have Impacted Oregon Cities in the Last Year

Each year, the way cities operate and the services they provide are impacted by judicial decisions rendered by state and federal courts. Much like mayors must be aware of the impact the Oregon Legislature has on their communities, so too should they be aware of the impact the judicial system has on their constituents and city employees. This session will provide a high-level overview of how state and federal court decisions have impacted Oregon cities in the last year. The United States Supreme Court is expected to release its decision in *Johnson v. Grants Pass*, which relates to how cities regulate public spaces in relation to people experiencing homelessness, by early July – depending on what is contained within that decision, this session may spend a substantial amount of time explaining its impact on Oregon cities.

6:00 - 8:00
pm

Awards Dinner & Awards Presentation

The winners of the 2024 Mayors Leadership Award will be announced during the festive dinner celebrations.

8:00 - 10:00
pm

President's Reception, Family Friendly (*Sponsored by PGE*)

This reception is sponsored by the PGE and President Cross. Desserts and drinks will be served. The winner of the 50-50 raffle will be announced during this reception.

AGENDA ITEM

TO: Mayor and City Council
FROM: Jake Boone, City Manager
SUBJECT: **Municipal League Conference Attendance Discussion**
DATE: 6 February 2025

BACKGROUND

As the registration date (February 12) for the LOC's Spring Conference in North Bend is rapidly approaching, it would be a good idea to decide which, if any, members of the City Council the City would like to send.

RECOMMENDATION

Staff recommends that Council consider attendance at the LOC Spring Conference.

COST

Registration, lodging, meals, and transportation, estimated at approximately \$845 per attendee.



Jake Boone, City Manager

AGENDA ITEM

TO: Mayor and City Council
FROM: Jake Boone, City Manager
SUBJECT: **OLCC Application**
DATE: 6 February 2025

BACKGROUND

Whenever a restaurant, tavern, or other purveyor of alcoholic beverages wishes to get a new or renew a liquor license in the state of Oregon, the city in which the establishment is located has an opportunity to recommend to the Oregon Liquor Control Commission (OLCC) whether the license should be granted or denied. A third option – taking no stance whatsoever – is also possible.

Olmedo's Patio has applied for an OLCC liquor license. Staff is unaware of any reason to recommend anything but approval.

RECOMMENDATION

Staff recommends that Council recommend approval of the liquor license for Olmedo's Patio to the OLCC.

COST

None.



Jake Boone, City Manager



OREGON LIQUOR & CANNABIS COMMISSION

Local Government Recommendation – Liquor License

Annual Liquor License Types

Off-Premises Sales	Brewery-Public House
Limited On-Premises Sales	Brewery
Full On-Premises, Caterer	Distillery
Full On-Premises, Commercial	Grower Sales Privilege
Full On-Premises, For Profit Private Club	Winery
Full On-Premises, Non Profit Private Club	Wholesale Malt Beverage & Wine
Full On-Premises, Other Public Location	Warehouse
Full On-Premises, Public Passenger Carrier	

Section 1 – Submission – To be completed by Applicant:

License Information

Legal Entity/Individual Applicant Name(s): Olmedo's Patio

Proposed Trade Name: Restaurant

Premises Address: 108 4th Street

Unit:

City: Garibaldi

County: Tillamook

Zip: 97118

Application Type: ☒ New License Application ☐ Change of Ownership ☐ Change of Location

License Type: Full On-Premises, Commercial ☐ Additional Location for an Existing License

Application Contact Information

Contact Name: Adriana Gaspar Roque

Phone: 503-739-2386

Mailing Address: PO BOX 481

City: Garibaldi

State: OR

Zip: 97118

Email Address: olmedospatio84@icloud.com

Business Details

Please check all that apply to your proposed business operations at this location:

☐ Manufacturing/Production

☒ Retail Off-Premises Sales

☒ Retail On-Premises Sales & Consumption

If there will be On-Premises Consumption at this location:

☒ Indoor Consumption

☒ Outdoor Consumption

☐ Proposing to Allow Minors

Section 1 continued on next page



Local Government Recommendation – Liquor License

Section 1 Continued – Submission - To be completed by Applicant:

Legal Entity/Individual Applicant Name(s): Olmedo's Patio

Proposed Trade Name: Restaurant

IMPORTANT: You MUST submit this form to the local government PRIOR to submitting to OLCC.
Section 2 must be completed **by the local government** for this form to be accepted
with your CAMP application.

Section 2 – Acceptance - To be completed by Local Government:

Local Government Recommendation Proof of Acceptance

After accepting this form, please return a copy to the applicant with received and accepted information

City or County Name:

Optional Date Received Stamp

Date Application Received:

Received by:

Section 3 – Recommendation - To be completed by Local Government:

- ☐ Recommend this license be granted
- ☐ Recommend this license be denied (Please include documentation that meets [OAR 845-005-0308](#))
- ☐ No Recommendation/Neutral

Name of Reviewing Official:

Title:

Date:

Signature:

After providing your recommendation and signature, please return this form to the applicant.

AGENDA ITEM

TO: Mayor and City Council
FROM: Jake Boone, City Manager
SUBJECT: **City Manager Evaluation Process Discussion**
DATE: 6 February 2025

BACKGROUND

It is good practice (and a contractual requirement) for the City Council to perform an evaluation of the City Manager's performance on an annual basis. It is therefore appropriate to start designing an evaluation process to ensure that it can be completed in a timely manner.

In order to assist with the design process, this packet contains the Manager Evaluations Handbook, a publication of the International City/County Managers Association (ICMA), along with a sample evaluation form.

RECOMMENDATION

Staff recommends that Council decide on a date and process for evaluating the performance of the City Manager.

COST

None.



Jake Boone, City Manager

Manager Evaluations *Handbook*

performance

A hand in a dark suit sleeve is holding a blue marker, drawing a white line that starts horizontally and then curves sharply upwards into an arrowhead. The background is dark and textured.



Leaders at the Core of Better Communities

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the International City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

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Contents

Definition of Terms	iv
Members of the Task Force on Manager Evaluations.....	iv
Preface.....	1
Executive Summary	2
Successful Evaluation Tips	3
Introduction	4
The Purpose of Manager Evaluations.....	4
Basic Process	4
How to Initiate	4
How to Proceed	5
Frequency and Timing of Manager Evaluations	7
What Others Are Doing: Survey Results	9
Failure to Undertake Evaluations	9
Lack of a Credible Evaluation Process	10
Lack of Knowledge of the Council-Manager Form of Government	10
Lack of Communication	10
Supplemental Approaches	10
Self-Evaluations	11
Periodic Check-ins	11
360-Degree Assessments	11
Conversation Evaluation System	12
Data-gathering/Software Resources	12
Conclusion	13
Sample Evaluation Forms for Local Government CAOs	13
Other Resources	13

Definition of Terms

- The term *local government*, as used in this handbook, refers to a town, village, borough, township, city, county, or a legally constituted elected body of governments.
- The term *manager* refers to the chief executive officer (CEO) or chief administrative officer (CAO) of any local government who has been appointed by its elected body to oversee day-to-day operations.
- The terms *elected officials*, *elected body*, and *board* refer to any council, commission, or other locally elected body, including assemblies, boards of trustees, boards of selectmen, boards of supervisors, boards of directors, and so on.
- The term *manager evaluation* refers to the appraisal or assessment conducted by the elected body of the manager's performance in achieving organizational goals and implementing policy.

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Preface

The evaluation of the manager is a key component of any well-run local government, yet the value of a quality evaluation process and the responsibility for that activity is often overlooked. Even in communities that are considered to be professionally governed, the performance evaluation of the local government manager can be an afterthought. The 2012–2013 Executive Board of the International City/County Management Association (ICMA), led by President Bonnie Svrcek, acknowledged the need for local government managers and their elected bodies to put more focus on the manager evaluation process.

Accordingly, it created a task force of managers from around the United States, representing over a dozen communities, to develop a *Manager Evaluations Handbook* that would assist managers and their boards in this critical task.

Managers are encouraged to review this handbook with an eye toward working with their elected bodies to develop formal, mutually agreed-upon processes for their own evaluations. This handbook, however, is also intended to highlight the value of a formal manager evaluation process and to assist local elected officials in the design of an effective evaluation tool.

Executive Summary

The periodic evaluation of the local government manager by the elected body is an important component of a high-performance organization. The evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities, and it should focus on the manager's degree of progress toward organizational outcomes. To be fair, it must be based on criteria that have been communicated to the manager in advance. Sample or generic evaluation forms, if used, should be customized to reflect these criteria.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of assigned duties and responsibilities, and the establishment

of specific work-related goals and objectives for the coming year. Thus, all members of the elected body should participate in the process, both by individually completing the rating instrument and by discussing their ratings with the other board members in order to arrive at a consensus about performance expectations.

There is no one correct way to conduct a manager evaluation. The key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

It may be useful, particularly if the members of the elected body are inexperienced in the performance evaluation process, to use a consultant to help the elected body prepare for and conduct the manager's evaluation.

Successful Evaluation Tips¹

Performance evaluations will allow you to

- A. Recognize the accomplishments of the manager and show appreciation for the unique contributions to the organization
- B. Clearly identify areas where the manager is doing well
- C. Clearly identify areas where the manager can improve his or her performance
- D. Specify definite actions that will allow the manager to make additional value-added contributions to the organization in the future.
- E. Obtain the manager's own opinions on progress and his or her individual contribution to collective actions and achievements.

Discussing tasks that the manager performs well

- Gives the manager insight into self-awareness, interests, and motivation
- Gives the manager recognition and appreciation for achievements
- Creates a positive climate for the remainder of the review.

Reminders:

- Listen intently.
- Reinforce the manager's performance.
- Emphasize facts; provide concrete examples and specific descriptions of actions, work, and results.
- Give only positive feedback during this part of the evaluation.
- Acknowledge improvements that the manager has made.
- Praise efforts if the manager has worked hard on something but failed because of circumstances beyond his or her control.
- Describe performance that you would like to see continued.

Discussing areas that need improvement

- Gives insight into how the manager feels about change, improvement for growth
- Allows you to express any concerns you have about the manager's overall performance and performance in specific areas
- Lets you challenge the manager to higher levels of achievement.

Reminders:

- Keep the discussion focused on performance.
- Describe actions and results that do not meet expectations.
- Describe areas where the manager can make a greater contribution.
- Describe any situation or performance observed that needs to be changed; be specific.
- Tell the manager what needs to be done if a specific change of behavior needs to take place.
- Focus on learning from the past and making plans for the future.
- Keep this part of the discussion as positive and encouraging as possible.

Do's and Don'ts

DO:

- Spend a few minutes warming up in which the agenda is laid out so everyone is reminded about what to expect. Give an overview.
- Always start with the positives. Be specific.
- Explain the ratings in all areas: Talk about how the consensus was arrived.
- Be honest. Tell it like it is.
- Be a coach, not a judge. Managing employees is a lot like being an athletic coach. Effective coaching involves a lot more than just score keeping. Simply providing the score at the end of the game doesn't improve performance.
- Discuss with the manager his or her reactions to the ratings, making clear that you are interested in his or her feelings and thoughts.
- If appropriate, develop an improvement plan that includes areas of deficiency, developmental needs.

DON'T:

- Rate the manager without the facts. Ratings should be on actual results.
- Be too general.
- Sidestep problems. Document performance problems and clearly identify what needs improvement.
- Be vague or generalize the reasons for the performance scores. Clear and specific examples of results should be available.
- Ambush the manager by identifying deficiencies or problems that have never been addressed in informal discussions prior to the formal evaluation.
- Minimize the manager's concerns or discount his or her feelings.

Introduction

There is some irony in the fact that managers' evaluations are often less formal and less structured than those of the managers' employees. While the manager may oversee the evaluation of hundreds of employees within an organization, his or her own performance evaluation becomes the task of elected leaders who are often not formally trained in the evaluation process or who have narrow or conflicting definitions of good performance. The fact that an elected body with numerous members is charged with the task of evaluating the manager makes the need for a clear and agreed-upon evaluation process even more important. And a thoughtful and structured evaluation process that is supported by all involved parties enhances the ongoing communication that is fundamental to effective board/manager relationships.

A manager's evaluation should contain performance goals, objectives, and targets that are linked to the elected body's established strategic plans, goals, and priorities and should focus on whether the manager has achieved the desired organizational outcomes.

Sometimes the tone of a performance review can be unduly influenced by the manager's last success or failure. Judging performance on the basis of a single incident or behavior is a common problem that can arise in any organization. But a single incident or behavior should not be the sole focus of a performance evaluation. That is not to discount the importance of how a manager handles high-stress, higher-profile issues, which is an important aspect of a manager's responsibility. However, day-to-day leadership, which is also a key responsibility of the manager, can sometimes go unnoticed even though it provides the foundation in which high-stress, high-profile issues are handled.

ICMA has developed a list of [14 Practices for Effective Local Government Leadership](#) that is recommended to members who are considering their own professional development needs and activities. The core areas represent much of what local government managers are responsible for on an everyday basis, and competency by the manager in these practices is central to an effective, high-performing, professionally managed local government. It is therefore the recommendation of ICMA's Task Force on Manager Evaluations that competency in the [ICMA Practices](#) also be considered in the manager's performance evaluation.

There is no one way, let alone one single correct way, to conduct an effective manager evaluation. This *Manager Evaluations Handbook* will present

traditional evaluation approaches that have proven to be successful, along with some alternative methods that may be good for your local government. Again, the key is to ensure that the evaluation takes place in a regular, mutually agreed-upon manner and is viewed by all as an opportunity for communication between the elected officials and the manager.

The Purpose of Manager Evaluations

High-performance local governments embrace an ethos of continual improvement. Conducting regular appraisals of the manager's work performance is part of the continual improvement process.

The purpose of the evaluation process is to increase communication between the members of the elected body and the manager concerning the manager's performance in the accomplishment of his or her assigned duties and responsibilities and the establishment of specific work-related goals, objectives, and performance measures for the coming year. The evaluation process provides an opportunity for the elected body to have an honest dialogue with the manager about its expectations, to assess what is being accomplished, to recognize the manager's achievements and contributions, to identify where there may be performance gaps, to develop standards to measure future performance, and to identify the resources and actions necessary to achieve the agreed-upon standards. Keeping the focus on "big picture" strategic goals and behaviors rather than on minor issues or one-time mistakes/complaints leads to better outcomes.

Given that good relationships promote candor and constructive planning, the performance appraisal also provides a forum for both parties to discuss and strengthen the elected body-manager relationship, ensuring better alignment of goals while reducing misunderstandings and surprises. When elected bodies conduct regular performance appraisals of the manager, they are more likely to achieve their community's goals and objectives.

Basic Process

Ideally, the performance appraisal process for a manager is the natural continuation of the hiring process.

How to Initiate

Prior to the recruitment of candidates, the elected body typically develops the goals and objectives for

the position of manager. Then, during the selection process, the candidate and the hiring body meet to discuss these items along with the long- and short-term needs and issues of the community. Through these conversations, the basic tenets of the manager's performance evaluation are identified. At this point, the performance appraisal process just needs to be formalized. When the employment offer has been accepted, the employment agreement should include the requirement and schedule for the manager's evaluation.

(Excellent tools for preparing the employment agreement are contained in the [ICMA Recruitment Guidelines for Selecting a Local Government Administrator](#) and the [ICMA Model Employment Agreement](#).)

The employment agreement should stipulate that the performance evaluation will be a written document and that all parties will meet to discuss the contents in person. It should also identify the frequency with which evaluations will take place (e.g., annually, semi-annually). By including this information in the employment agreement, the hiring body ensures that communications between the manager and the elected body will be consistently scheduled, and that initiatives and objectives can be reviewed and updated on a regular basis.

It is especially critical for the elected body to come to consensus on the initial expectations of the newly hired manager so that priorities can be assigned and progress measured. Those issues that were important during the hiring process will logically factor into the initial evaluation process. Then, in the succeeding years, the document can be revised to reflect the latest accomplishments and newest challenges.

Of course, priorities may shift during the year. If that happens, make it clear to the manager that new or changed priorities are being added into the evaluation process.

If, with the passage of time, elections have taken place and the board that is conducting the evaluation is not the same board that did the hiring, it is important that the newly elected officials immediately be introduced to the established performance goals, measures, and evaluation process. This can be done as part of the orientation process for new board members, included in the discussion of the form of government and the role of the manager. If a new member has no experience in conducting performance evaluations, he or she will need to receive training before participating in this process.

If performance evaluations were not discussed during the hiring process, either the manager or the

elected body may request that an evaluation process be instituted, and the specifics for conducting the evaluation can then be agreed upon outside of the provisions of the employment agreement. If the request is made by the elected body, it is important to emphasize that the purpose of the evaluation process is to serve as a tool for organizational improvement, not as a means of punishing the manager or setting the stage for termination. While elected officials, especially those newly elected, may sometimes wish for a change in management, the performance evaluation process should not be used to effect such a change.

How to Proceed

A number of issues should be considered when preparing for the evaluation process, including how to develop the rating instrument (and whether to use an outside consultant), how to use the rating instrument, and whether the evaluation should be conducted in private or in public.

Developing the Rating Instrument

Unlike most employee performance evaluations, in which the employee is evaluated by a single executive or supervisor, the manager's evaluation is conducted by a group of individuals acting as a body. As each elected official likely has different expectations, the board members must first come to a consensus on measures and definitions to be used.

Using a consultant. If the members of the elected body are inexperienced in the performance evaluation process, it might be helpful at this point to use an independent consultant to assist in preparing for and conducting the manager's evaluation. A consultant could be used in a variety of ways.

When designing the evaluation instrument, a consultant should solicit each elected official's full participation by asking for examples and details for each rating category. Whether this is accomplished by interviewing each official individually or by facilitating a group session, it is important to ensure that all voices are heard. Use of an independent consultant is especially helpful if there is a lack of cohesion among elected officials.

Once the consultant has collected the information, the elected body and manager should meet in person to discuss the findings. It is recommended that the in-person conversation with the manager to review the evaluation be conducted by the elected body with the assistance of the consultant but not by the consultant alone.

If funds are limited, a consultant could be used in a limited engagement to prepare an evaluation system and then train the elected officials on how to conduct an evaluation, which the officials may manage themselves after the first year.

If the elected body decides to use a consultant, the Society for Human Resource Management (SHRM) may be a source of referrals, as may be state municipal leagues or the local government's regular employment consulting firms. If a recruiter was used to assist with the hiring process, the recruiter's agreement could be extended to include the setup of the initial evaluation process.

It is recommended that the evaluation process NOT be facilitated by the local government's corporation counsel, municipal clerk, or human resources director because these individuals are not independent parties. In almost all cases, their positions have either a reporting or a cooperating relationship with the manager, so involving them in the manager's evaluation may damage relationships that are necessary for the effective and efficient operation of the local government.

Proceeding without a consultant. If a consultant is not used to facilitate the development of the evaluation instrument, the elected body may wish to begin by reviewing the format and process used for the other local government employees and considering the same or a revised method. It is important to understand, however, that a manager is evaluated in additional ways. Because of this key difference, flexibility is needed to add any necessary components intended to assess varied goals and objectives and to facilitate a dialogue between the elected body and the manager.

To be fair, the evaluation must be outcome based, using criteria that have been previously communicated to the manager and that incorporate the elected body's priorities. The use of a prefabricated generic evaluation form (even the sample forms found at the end of this handbook) is not recommended without some customization to reflect these priorities.

Measure observable behaviors and progress toward goals

The manager's job is to achieve the organization's goals and implement the policies that have been determined by the elected body. Evaluating the manager's effectiveness in achieving the goals necessarily means that the elected body must have determined and communicated the goals to the manager in advance,

The manager's success in achieving the goals set by the elected body is related to his or her competencies and behaviors with respect to the specific functions identified as the responsibility of the manager. Defining the strengths of the manager and identifying areas for improvement are part of the evaluation process. ICMA has a list of 14 core areas critical for effective local government management and leadership. While this list, the [ICMA Practices for Effective Local Government Leadership](#), was developed for the purpose of ICMA's Voluntary Credentialing professional development program, the elected body might find it helpful for identifying the specific observable behaviors to be used in the manager evaluation. It is suggested that the elected body select what it believes to be the most important areas for achieving its goals and evaluate the manager's performance in these areas. The ICMA Practices are as follows ([click here](#) for descriptions):

1. Personal and Professional Integrity
2. Community Engagement
3. Equity and Inclusion
4. Staff Effectiveness
5. Personal Resiliency and Development
6. Strategic Leadership
7. Strategic Planning
8. Policy Facilitation and Implementation
9. Community and Resident Service
10. Service Delivery
11. Technological Literacy
12. Financial Management and Budgeting
13. Human Resources Management and Workforce Engagement
14. Communication and Information Sharing

ideally through a strategic planning process.

The members of the board must be in agreement about their expectations of the manager. Furthermore, both the manager and the board must understand what the expectations are.

The performance criteria established by the board for each of the prioritized functional areas need to be

specific and observable by the members of the elected body. If the criteria are quantifiable, they should be expressed in objective, measurable terms. For example, the manager saved 10% on the new project. If the criteria are qualitative and subjective, they can be expressed in terms of the desired outcome. For example, members of the community and employees frequently commented on the manager's fairness during this evaluation period.

Using the Rating Instrument

The usefulness of any performance evaluation depends almost entirely upon the understanding, impartiality, and objectivity with which the ratings are made. In order to obtain a clear, fair, and accurate rating, an evaluator must clearly differentiate between the personality and performance of the manager being rated, making an objective and unbiased assessment on the basis of performance alone. Fairness requires the ability to identify both the strengths and weaknesses of the manager's performance and to explain these constructively to the manager.

When an evaluation is completed by a group of people, it is important that it reflect the consensus opinion of all members. All members of the elected body should participate in the manager evaluation process in order to arrive at a consensus. This consensus can be accomplished by having each member individually rate the manager, followed by a group discussion to arrive at a final consensus rating for each measure. Alternatively, if consensus cannot be reached, each member can individually complete the rating form, and then one member (or the consultant, if one is used) can collect the forms and compile the results and comments into one document, followed by group discussion. It is important that each member's ratings, whether positive or negative, be backed up with specific comments and examples so that the whole group understands the reasoning behind them.

If individual comments—those that do not necessarily represent the sentiments of the elected body as a whole—are to be included in the final document that will be discussed with the manager, the board should decide in advance whether those comments will be anonymous or attributed to the individuals making them.

It is important to keep in mind that performance evaluation is just one part of the communication toolbox between the manager and elected officials. It is intended to enhance that communication, not to result in a periodic written "report card" that is an end in

itself. In addition, nothing in the evaluation ought ever to be a surprise. Ongoing conversations should be held throughout the year (assuming that the evaluation is done annually) to help the manager understand if he or she is on course or if any midseason corrections are necessary. Ideally, the items in the evaluation will have already been touched on in these conversations, so the evaluation will serve as a written summary of them.

Public versus private evaluations

When deciding whether to conduct the evaluation process in a public or an executive/closed session, the elected officials, manager, and legal counsel should review state law. When possible, it is recommended that the performance evaluation process occur in executive/closed session between the elected body and manager; however, many states have specific regulations about whether and when the public may be excluded from attending a meeting involving the elected body or from having access to certain records involving a public employee. Such "sunshine" laws were first created to increase public disclosure by governmental agencies. The purpose is to promote accountability and transparency by allowing the public to see how decisions are made and how money is allocated.

While all states have such laws, the exact provisions of those laws vary. For example, specific legislation may require that all government meetings be open to the public or that written records be released upon request. In many states, all local government records are available for review by the public, including evaluation documents and notes, unless they are specifically exempted or prohibited from disclosure by state statutes.

Regardless of whether the evaluation is conducted in a public or an executive/closed session, each state's statute will dictate certain procedures for meeting notification, recording of minutes, and disclosure of decisions made. These procedures should be reviewed by the elected officials, manager, and legal counsel and followed throughout the evaluation process.

However, all final decisions or actions related to the manager's performance (e.g., employment agreement changes, compensation) should be made in a public setting.

Frequency and Timing of Manager Evaluations

As previously noted, the manager evaluation process, including the frequency and timing of the evaluations,

Benefits of executive session/closed meeting to evaluate manager's performance

- Provides a venue for handling issues that are best discussed in private, and ensures confidentiality until a decision is made regarding the manager's performance
- Provides a forum that is not unduly influenced by outside sources
- Promotes a free-flowing discussion of comments by the elected body and manager
- Ensures the respect and privacy of personnel dealings between the elected body and manager
- Improves communication between the elected body and the manager
- Reduces opportunity to politicize the performance evaluation process
- Provides a forum for the elected body and the manager to talk openly about topics that warrant special attention, such as succession planning, senior staff performance, and executive compensation
- Enables elected officials to challenge the manager without fear of undermining his or her authority in the community

Benefits of an open session/meeting to evaluate manager's performance

- Can build transparency and trust by enabling members of the public to view the process
- Can reduce claims of inappropriate agreements and "secrets"
- Can improve elected body, manager, and citizen relationships

Benefits of providing a public summary once the process is completed

- Lets the public know how the elected body evaluates and views the manager
- Ensures transparency and public accountability
- Promotes the embodiment of ICMA's commitment to openness in government
- Provides the organization with another opportunity to earn the public's trust

will ideally have been discussed as part of the employment agreement at the time of the manager's hiring. It is recommended that the initial formal evaluation not

take place until the elected officials and the manager have worked together for a year; however, short, less formal evaluations are recommended on a quarterly basis. After that, at least one formal evaluation (still with quarterly informal evaluations) should be conducted per year, as longer intervals create a higher likelihood of miscommunication and surprises.

It is further recommended that the formal evaluation be scheduled during the least busy time of year for both the manager and the elected officials, avoiding both the budget preparation season (particularly if the manager's compensation is tied to the evaluation) and the election season (lest the manager's evaluation become an election issue). The scheduling should also allow adequate time for newly elected members of the board to become familiar with the manager's performance.

Relationship of Evaluation to Compensation

The primary purposes of a manager's performance evaluation are

1. To provide a tool for communication between the elected body and the manager
2. To provide an opportunity for the elected body to specifically indicate levels of satisfaction with the manager on mutually identified and defined performance priorities
3. To provide an opportunity for the manager to learn and improve
4. To allow for fair and equitable compensation adjustments based on a review of performance in achieving mutually identified priorities and on the elected body's level of satisfaction with the manager's overall performance.

Performance evaluations that are tied directly to compensation decisions are often distorted by those decisions and therefore result in less-than-honest communication between the elected body and the manager. This happens primarily because

1. Elected officials wishing to offer upward compensation adjustments may feel obliged to embellish the evaluation in a positive manner to justify the compensation decision to the public.
2. Elected officials not wishing to adjust compensation may feel obligated to justify their decision with negative comments about performance matters that actually are not a major concern to them.
3. The manager may be reluctant to seek full clarification on issues raised in the evaluation for fear it could result in a reconsideration of the compensa-

tion decision.

To avoid these distortions in communication, a balanced evaluation is necessary. That is, the evaluation should provide the opportunity for open communication and at the same time be used for compensation decisions related to identified performance achievement and corrective actions by the manager. To this end, a balanced evaluation would

1. Establish a clear set of performance expectations prior to the evaluation period.
2. Include a midterm evaluation without any consideration of compensation in order to focus on clarity of communication and performance to date. This evaluation would allow the manager to take steps to address areas of performance that were of concern to the elected body; it would also help to eliminate misunderstandings and miscommunication between the elected body and manager.
3. Use a full-term evaluation to evaluate the level of performance satisfaction for the entire performance period and thus provide the basis for a fair and equitable compensation decision.

Often, factors other than the performance evaluation form the basis of compensation decisions. These nonperformance considerations include

1. The economic climate of the community and region
2. The general status of compensation decisions in the private sector of the community
3. The compensation decisions for other employees of the local government
4. A general review of the competitive position of the local government in the local government's market area
5. A comparative salary review.

In summary, the performance evaluation of a professional manager can provide input into compensation decisions by the local elected body. However, the communication value of an evaluation is best served by a periodic evaluation not directly tied to compensation.

The Evaluation Results

The evaluation serves as the written, formal record of the conversation between the manager and elected body and consists of two important sections. The first section is the elected body's appraisal of the manager's performance with respect to the previously agreed-upon goals for the period under review as well as the general performance of the organization. The

second section contains an agreed-upon list of the goals to be accomplished during the next appraisal period as well as any specific performance areas identified for improvement.

What Others Are Doing: Survey Results

In developing this handbook, the task force surveyed a sample of local government managers within the United States to obtain information on current evaluation practices. The key findings of the survey suggest that the evaluation process is a problem for a sizeable number of managers. Fortunately, though, most respondents did not report problems with their evaluations and took the time to comment on key aspects of successful appraisals. These comments provide clues to the common pitfalls related to the evaluation process and, more importantly, suggestions for improving the process. This section of the handbook describes these survey findings.

The most common challenges managers and elected bodies face with the evaluation process revolve around four general areas: failure to undertake evaluations, lack of a credible appraisal process, lack of knowledge of the council-manager form of government, and lack of communication. Each of these topics is briefly discussed below.

Failure to Undertake Evaluations

Employee appraisals are a standard feature of most workplaces. They serve as a means of enhancing employee performance as well as the overall effectiveness of the organization. Indeed, employee appraisals serve similar purposes as performance measures of programs and services. In both cases, we seek to identify opportunities for continual improvement. Yet people avoid completing performance appraisals, most likely because properly completed appraisals require time and effort. Other reasons for avoidance may include fear of criticism or the underlying stress associated with the appraisal process. Neglecting to undertake regular performance appraisals, however, can lead to underachievement. Worse yet, failing to complete appraisals on a regular basis can lead to unfounded assumptions that all is well when it is not. It is therefore important to establish a regular pattern of appraisals.

The survey responses identified two methods to help ensure that appraisals are conducted on a regular basis. The most common method is to place a require-

ment for an annual evaluation within the employment contract. The requirement should also specify a time of year—often a time that is less busy than others. The other method is to establish an appraisal time at a regularly scheduled annual meeting, such as a board retreat. But while this method achieves the goal of a scheduled appraisal, it is a less satisfactory approach because it may easily dilute the focus necessary for a good appraisal.

Lack of a Credible Evaluation Process

Another common challenge that survey respondents noted is the lack of a credible evaluation process. Problems include lack of structure, little to no preparation, and limited understanding of appraisals, both purpose and process. Process issues may be addressed through formal training of both the manager and council. Training can be accomplished through work sessions with human resource professionals. Another approach is to team up with CEOs and board members of locally-based institutions that have the same challenge and jointly sponsor training programs. Although not as effective as training, the use of standard evaluation forms, customized to a community's goals, is another way of ensuring a more structured process. Lastly, most managers who are satisfied with their appraisal processes noted that one member of the elected body, typically the mayor, provided active oversight of the process and kept discussions on point and on track.

Lack of Knowledge of the Council-Manager Form of Government

Lack of knowledge about the community's form of government and/or the day-to-day work of the manager is another factor that was cited as hindering quality appraisals. In this case, providing information as early as possible to newly elected officials about the form of government is recommended. This can include meeting with those officials and discussing the manager's duties and responsibilities as well as taking them on field visits. Another approach is to partner with the statewide municipal league and/or municipal clerks association to provide seminars on the form of government. Managers can also use opportunities such as community functions to inform the general public about its form of government. Some jurisdictions use the "policy governance" model, whereby

the explicit roles of the manager, elected body, and other key staff such as attorney are clearly defined and documented. Removing misunderstandings and filling informational voids about the form of government can greatly improve appraisals because such efforts clarify the duties and responsibilities of both the manager and the board.

Lack of Communication

Perhaps the most important ingredient for successful appraisals is effective means of communications between manager and elected officials. As in any human relationship, effective communication is key to understanding and removing faulty assumptions. Achieving superior levels of communication requires active listening and regularity. And the benefits of such attention are high. For instance, survey respondents noting the most satisfaction with the appraisal process use a wide variety of means to regularly communicate with their elected bodies. They meet with elected officials on an individual basis and talked with them regularly via telephone. These same managers provide regular written and verbal reports, typically at each board meeting, that discuss the progress on council goals and objectives, strategic plans, and prior evaluation topics, as well as on operational and special topic issues. More detailed reports are provided on a quarterly basis. In addition, many managers meet with their elected bodies more than once a year with a single-issue focus to discuss progress, redefinition, and resourcing of established goals and objectives, strategic plans and efforts, etc. These additional meetings provide time to focus on progress and reduce the probability of end-of-year surprises.

Creating an effective organization takes time and effort. It also requires regular evaluation of services and operations. Evaluating employee performance, especially the manager's, is a vital element of successful organizations. Objective appraisals can be achieved with an accurate understanding of the manager's and elected officials' duties and responsibilities. Communicating regularly and effectively through a variety of means is a vital element of successful organizations and employee appraisals.³

Supplemental Approaches

The basic process for evaluations may be supplemented or expanded by using other tools, such as self-evaluations, periodic check-ins, 360-degree assessments, and conversation evaluations.

Self-Evaluations

It is recommended that a self-evaluation component be included in whatever type of evaluation is used. The purpose of a self-evaluation is for the manager to reflect upon his or her level of performance in achieving the organizational objectives, including both internal and external accomplishments and challenges in handling specific tasks and taking organizational direction. In a public setting, process and perception can be as important as outcomes, and managers should include all three in a self-evaluation. Thus, a manager's self-evaluation should make clear to elected officials the process by which the manager pursued individual goals, and the perceptions of both the manager and stakeholders of the manager's success or failure in meeting those goals. A manager's self-evaluation should be customized to the needs of each governmental entity.

Periodic Check-ins

There is a management philosophy that says there should be no surprises during an evaluation. Managers should be continually evaluating, assessing, measuring, and communicating with employees. Providing this type of continuous evaluation is a greater challenge, however, for elected boards because it requires the participation of all board members—since the manager reports to a group and not a single individual supervisor. If a process is in place for formal evaluations of the manager, such evaluations likely occur just once per year. The annual evaluation can be a stressful time for all involved, and it can also be a challenge to remember all that has occurred over the past year. Moreover, it is easy for annual assessments to skew toward recent events, challenges, and successes while deemphasizing activities that occurred nine or ten months ago. In reality, an elected body's perception of a manager's job performance is often viewed through lenses crafted by the “crisis of the day” or by how smoothly the last board meeting went. A more workable alternative is periodic check-ins.

Periodic check-ins, such as once per quarter, can help reduce the stress and minimize the surprises that can come when a manager's performance is evaluated only annually. A periodic review of a manager's work plan can help remind the elected body of the manager's long-term goals (as set by the organization) so that both parties can evaluate the manager's progress toward meeting those agreed-upon goals. If progress on the work plan has slowed down or other challenges have arisen along the way, a quarterly check-in offers the manager

an opportunity to self-reflect on his or her performance as well as a forum to explain delays. It can also provide the manager the opportunity to remind the board of the 14 core areas noted in the [ICMA Practices for Effective Local Government Leadership](#) that are critical and are part of operating effectively on a day-to-day basis.

A periodic check-in on the manager's work plan is also important when faces on the elected board change, such as after an election, resignation, or reassignment of committees. By apprising the new board members of the manager's work plan, the manager is making certain that the new officials understand and are supportive of the projects or goals that he or she is working on.

360-Degree Assessments

Another form of appraisal process is the 360-degree assessment, which is sometimes referred to as a “self-development” tool. Generally speaking, the 360-degree assessment consists of an employee obtaining feedback from supervisors, subordinates, and peers. In this case, the manager completes a self-evaluation as well, with a sample of the workforce providing the subordinate feedback. In some instances, feedback is also obtained from those outside the organization, such as citizens who have frequently worked with the manager and use the jurisdiction's services regularly.

Some jurisdictions include the 360-degree assessment as part of the manager's appraisal process. The ICMA Voluntary Credentialing Program also uses this method as part of maintaining the credential; however, ICMA's assessments ask only behavioral questions. They do not cover progress toward organizational goals.

In most cases a 360-degree assessment is conducted digitally via the Internet. Raters are provided evaluation forms that are returned to an independent third party via the Internet in order to ensure anonymity and confidentiality.

One of the chief benefits of the 360-degree assessment process is that it provides feedback on competencies that are not regularly seen and therefore are not discussed in the typical performance appraisals. For instance, line staff will see behaviors that elected officials do not see and vice versa. Thus, a manager's performance may be improved because it is evaluated from several different perspectives. However, if the 360-degree assessment is used as part of the appraisal process, caution should be taken so that the evaluation doesn't become a measure of the manager's popularity with staff or the public. The manager works for the elected officials and should be evaluated by them on the basis of their stated expectations.

Conversation Evaluation System⁴

This version of an evaluation is a conversational session between the manager and the elected officials. For situations where there is tension among the elected officials or between the manager and the elected body, a facilitator can be used.

Step #1: Create Factors

The elected officials divide themselves into subgroups—normally an equal number of officials in each. The number of groups should be small, so for a board with 7 members, there would be a group of 3 people and a group of 4 people. With larger boards—say a county board with 20 people—there might be more groups. Where the situation involves a mayor and other elected officials, the mayor can move between the two groups or can be part of one group. The manager makes up his or her own group.

The elected official groups are given a single question that they can respond to with a number of factors: “What should members of the elected body expect of the manager?” The groups place their answers on a flipchart page. The manager also gets a question: “What do you think the elected body ought to expect of the manager?” to which he or she can also respond with a number of factors listed on a flipchart page.

Step #2: Reach Consensus on the Factors

The subgroups come back together and discuss each of the factors they listed. They work to combine their lists to arrive at between 10 and 15 factors.

Step #3: Assign Weight Values for the Factors

The group divides again, and the subgroups assign points to each of the factors from Step #2. They are given a total of 300 points and may assign from 10 to 30 points to each factor, but each factor must be given an even number of points. More points are given to those items that are a higher priority.

Step #4: Reach Consensus on Weight Values for the Factors

The subgroups come back together again with the point values they have from their discussions. During this conversation, the entire group tries to come to a consensus on how the point values from Step #3 should be allocated.

Step #5: Assign Rating to Each Factor for the Actual Performance of the Manager

The elected officials distribute points to each of the factors on a 1–5 scale, on which 5 is far exceeds expectations, 4 is exceeds expectations, 3 is achieves

expectations, 2 is below expectations, and 1 is far below expectations. For example, a 30-point factor would have the following scale:

30–28	Far exceeds expectations (5)
28–26	Exceeds expectations (4)
26–24	Achieves expectations (3)
24–22	Below expectations (2)
22–20	Far below expectations (1)

These points are totaled, and then added to the points from the section below.

Step #6: Select Goals

The board—collectively and in consultation with the manager—comes up with the list of goals for the manager. Together they then assign another 100 points to the goals for the year. So, for example, 50 points could be assigned to Goal #1, Goal #2 could get 20 points, and Goal #3 could get 20 points, leaving 10 points for Goal #4.

The points from the above 5 steps would be added to the 100 points possible from step number 6 and would be totaled for an overall score using the chart below:

400–360	Far exceeds expectations
359–320	Exceeds expectations
319–280	Meets expectations
279–240	Below expectations
239–200	Far below expectations

In summary, this is a conversational evaluation. The evaluators review the factors each year and everybody owns them. From year to year the factors are revised as necessary to reflect the feelings of the elected body, which can change each year.

Data-gathering/Software Resources

Performance evaluation software can be an effective tool for the elected body to prepare manager evaluations. A wide variety of programs are available, enabling elected bodies to have as much or as little input into the rating categories as they wish. Some programs come with rating categories already provided for a variety of positions, some allow the customer to provide the categories, and some are a hybrid. This flexibility allows the elected officials to create a customized rating tool that works best for them.

Some evaluation software programs allow for multiple raters and some for a single rater. If the program only allows for a single rater, all elected officials convene to discuss each category, agree on the rating, and offer comments, while one elected official enters the rating and comments into the software program. In this case, there needs to be trust among the elected officials that all opinions are being heard and recorded. It is then important that all elected officials review the final draft and offer feedback before it is given to the manager.

If a multiple-rater system is used, elected officials will be completing the evaluation away from the rest of the elected body, so it is recommended that there be group discussion beforehand to ensure consistency in the meaning of the rating categories as in opinions about the manager's performance. The elected officials should also meet after they have entered their ratings because the evaluation *is* a group activity, not a multiple individual activity.

A word of warning regarding the multiple-rater system: It may be difficult to make sure that everyone fully participates in the process. Elected officials won't be informed by each other's comments, and consensus can be hard to achieve. Thus, if some elected officials provide more commentary than others, it could skew the overall evaluation.

Even with the use of performance evaluation software, an in-person conversation between the elected body and the manager is needed to review the evaluation and discuss the results.

As noted above, a wide variety of software programs are available, including

- Online survey tools such as Survey Monkey
- Performance evaluation software (SHRM can recommend)
- NeoGov online performance evaluation module

Conclusion

Communication. That is the essential element to maintaining a good relationship between an elected board and the appointed manager. Communication comes in many forms, but the board's evaluation of the manager is a formalized method of communication that should not be overlooked.

The task force that was formed to develop this handbook compiled and considered the best practices for manager evaluations. The group shared numerous ideas and learned a great deal from each other. The final product demonstrates that just as each manager and board are unique, so too must be the evaluation process for each manager. While there are common

methods of evaluation, the tools and methods used to evaluate one manager in one community may not be appropriate for another manager in a neighboring community. To maximize legitimacy and effectiveness and to enhance communication, a manager's evaluation needs to be tailored to the issues and stated goals of the elected body.

That said, the task force also agreed that there are some standard elements—notably, the [ICMA Practices for Effective Local Government Leadership](#)—that would enhance any evaluation. These 14 core competencies are the framework for what a manager does on a day-to-day basis, and they warrant acknowledgment in the evaluation process.

Finally, while this handbook offers a variety of ideas on the manager evaluation process, the most important takeaway is that the evaluation must take place and that the process must be mutually agreed upon. There are many ways to get this done, but the manager and the board both deserve the structured communication that the evaluation provides.

Sample Evaluation Forms for Local Government CAOs

- [Sample Appraisal of Performance](#)
- [Sample Manager Evaluation Form](#)
- [Sample Manager Performance Evaluation](#)
- [Sample County Administrator Performance Evaluation](#)

Other Resources

- [ICMA Practices for Effective Local Government Leadership](#)
- [Recruitment Guidelines for Selecting a Local Government Administrator](#)
- [ICMA Model Employment Agreement](#)
- [ICMA Code of Ethics with Guidelines](#)

Notes

- 1 Adapted from City Manager Performance Review, Successful Evaluation Tips, City of Mountlake Terrace, WA
- 2 Integrity is not simply concerned with whether the manager's behavior is legal; it also addresses the issue of personal and professional ethics: "Demonstrating fairness, honesty, and ethical and legal awareness in personal and professional relationships and activities." ICMA members agree to abide by the ICMA Code of Ethics.
- 3 Perkins, Jan. "Case Study: It's (Gulp) Evaluation Time." *PM*, July 2005. <http://icma.org/Documents/Document/Document/3602>
- 4 Adapted and used with permission from Lewis Bender, PhD, Professor Emeritus, Southern Illinois University, Edwardsville, lewibender@aol.com

ABOUT ICMA

ICMA advances professional local government worldwide. Its mission is to create excellence in local governance by developing and advancing professional management of local government. ICMA, the City/County Management Association, provides member support; publications, data, and information; peer and results-oriented assistance; and training and professional development to more than 12,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect 185 million individuals living in thousands of communities, from small villages and towns to large metropolitan areas.



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City Manager Performance Evaluation

City of _____

Evaluation period: _____ to _____

Governing Body Member's Name

Each member of the governing body should complete this evaluation form, sign it in the space below, and return it to _____. The deadline for submitting this performance evaluation is _____. Evaluations will be summarized and included on the agenda for discussion at the work session on _____.

Mayor's Signature

Date

Governing Body Member's Signature

Date Submitted

INSTRUCTIONS

This evaluation form contains ten categories of evaluation criteria. Each category contains a statement to describe a behavior standard in that category. For each statement, use the following scale to indicate your rating of the city manager's performance.

5 = Excellent (almost always exceeds the performance standard)

4 = Above average (generally exceeds the performance standard)

3 = Average (generally meets the performance standard)

2 = Below average (usually does not meet the performance standard)

1 = Poor (rarely meets the performance standard)

Any item left blank will be interpreted as a score of "3 = Average"

This evaluation form also contains a provision for entering narrative comments, including an opportunity to enter responses to specific questions and an opportunity to list any comments you believe appropriate and pertinent to the rating period. Please write legibly.

Leave all pages of this evaluation form attached. Initial each page. Sign and date the cover page. On the date space of the cover page, enter the date the evaluation form was submitted. All evaluations presented prior to the deadline identified on the cover page will be summarized into a performance evaluation to be presented by the governing body to the city manager as part of the agenda for the meeting indicated on the cover page.

PERFORMANCE CATEGORY SCORING

1. INDIVIDUAL CHARACTERISTICS

_____ Diligent and thorough in the discharge of duties, "self-starter"

_____ Exercises good judgment

_____ Displays enthusiasm, cooperation, and will to adapt

_____ Mental and physical stamina appropriate for the position

_____ Exhibits composure, appearance and attitude appropriate for executive position

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

2. PROFESSIONAL SKILLS AND STATUS

- _____ Maintains knowledge of current developments affecting the practice of local government management
- _____ Demonstrates a capacity for innovation and creativity
- _____ Anticipates and analyzes problems to develop effective approaches for solving them
- _____ Willing to try new ideas proposed by governing body members and/or staff
- _____ Sets a professional example by handling affairs of the public office in a fair and impartial manner

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

3. RELATIONS WITH ELECTED MEMBERS OF THE GOVERNING BODY

- _____ Carries out directives of the body as a whole as opposed to those of any one member or minority group
- _____ Sets meeting agendas that reflect the guidance of the governing body and avoids unnecessary involvement in administrative actions
- _____ Disseminates complete and accurate information equally to all members in a timely manner
- _____ Assists by facilitating decision making without usurping authority
- _____ Responds well to requests, advice, and constructive criticism

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

4. POLICY EXECUTION

- _____ Implements governing body actions in accordance with the intent of council
- _____ Supports the actions of the governing body after a decision has been reached, both inside and outside the organization
- _____ Understands, supports, and enforces local government's laws, policies, and ordinances
- _____ Reviews ordinance and policy procedures periodically to suggest improvements to their effectiveness
- _____ Offers workable alternatives to the governing body for changes in law or policy when an existing policy or ordinance is no longer practical

Add the values from above and enter the subtotal _____ ÷ 5 = _____ score for this category

5. REPORTING

- _____ Provides regular information and reports to the governing body concerning matters of importance to the local government, using the city charter as guide
- _____ Responds in a timely manner to requests from the governing body for special reports
- _____ Takes the initiative to provide information, advice, and recommendations to the governing body on matters that are non-routine and not administrative in nature
- _____ Reports produced by the manager are accurate, comprehensive, concise and written to their intended audience
- _____ Produces and handles reports in a way to convey the message that affairs of the organization are open to public scrutiny

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

6. CITIZEN RELATIONS

- _____ Responsive to requests from citizens
- _____ Demonstrates a dedication to service to the community and its citizens
- _____ Maintains a nonpartisan approach in dealing with the news media
- _____ Meets with and listens to members of the community to discuss their concerns and strives to understand their interests
- _____ Gives an appropriate effort to maintain citizen satisfaction with city services

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

7. STAFFING

- _____ Recruits and retains competent personnel for staff positions
- _____ Applies an appropriate level of supervision to improve any areas of substandard performance
- _____ Stays accurately informed and appropriately concerned about employee relations
- _____ Professionally manages the compensation and benefits plan
- _____ Promotes training and development opportunities for employees at all levels of the organization

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

8. SUPERVISION

- _____ Encourages heads of departments to make decisions within their jurisdictions with minimal city manager involvement, yet maintains general control of operations by providing the right amount of communication to the staff
- _____ Instills confidence and promotes initiative in subordinates through supportive rather than restrictive controls for their programs while still monitoring operations at the department level
- _____ Develops and maintains a friendly and informal relationship with the staff and work force in general, yet maintains the professional dignity of the city manager's office
- _____ Sustains or improves staff performance by evaluating the performance of staff members at least annually, setting goals and objectives for them, periodically assessing their progress, and providing appropriate feedback
- _____ Encourages teamwork, innovation, and effective problem-solving among the staff members

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

9. FISCAL MANAGEMENT

- _____ Prepares a balanced budget to provide services at a level directed by council
- _____ Makes the best possible use of available funds, conscious of the need to operate the local government efficiently and effectively
- _____ Prepares a budget and budgetary recommendations in an intelligent and accessible format
- _____ Ensures actions and decisions reflect an appropriate level of responsibility for financial planning and accountability
- _____ Appropriately monitors and manages fiscal activities of the organization

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

10. COMMUNITY

- _____ Shares responsibility for addressing the difficult issues facing the city
- _____ Avoids unnecessary controversy
- _____ Cooperates with neighboring communities and the county
- _____ Helps the council address future needs and develop adequate plans to address long term trends
- _____ Cooperates with other regional, state and federal government agencies

Add the values from above and enter the subtotal _____ $\div 5 =$ _____ score for this category

NARRATIVE EVALUATION

What would you identify as the manager's strength(s), expressed in terms of the principle results achieved during the rating period? _____

What performance area(s) would you identify as most critical for improvement? _____

What constructive suggestions or assistance can you offer the manager to enhance performance? _____

What other comments do you have for the manager; e.g., priorities, expectations, goals or objectives for the new rating period? _____

AGENDA ITEM

TO: Mayor and City Council
FROM: Jake Boone, City Manager
SUBJECT: **Budget Process Discussion**
DATE: 6 February 2025

BACKGROUND

Cities in Oregon must prepare an annual budget. This budget must be balanced and must be prepared and adopted in accordance with state law.

The first step in the budget process is to appoint a budget officer. While it is possible to name almost any employee of the City the budget officer, typically, the City Manager is appointed, as it is the City Manager who is responsible for ensuring that the restrictions of the municipal budget are upheld.

RECOMMENDATION

Staff recommends that Council appoint City Manager Jake Boone as the City of Garibaldi's budget officer for the 2025-2026 municipal budget.

COST

None.



Jake Boone, City Manager

<u>Incident Address City</u>	<u>Incident Date And Time</u>	<u>Incident Type</u>	<u>Incident Unit ID</u>
Garibaldi	01/01/2025 10:42:03	Contact	216
Garibaldi	01/01/2025 16:18:07	Harassment	215
Garibaldi	01/01/2025 16:19:40	Contact	216
Garibaldi	01/01/2025 17:44:55	Assault	216
Garibaldi	01/01/2025 17:44:55	Assault	225
Garibaldi	01/01/2025 21:49:51	Traffic Stop	225
Garibaldi	01/01/2025 22:18:59	Traffic Stop	225
Garibaldi	01/01/2025 23:59:00	Marine	221
Garibaldi	01/02/2025 01:38:16	Assist	225
Garibaldi	01/02/2025 14:29:45	Incom 911	216
Garibaldi	01/02/2025 17:27:58	MVA	216
Garibaldi	01/02/2025 17:27:58	MVA	215
Garibaldi	01/03/2025 05:49:23	Follow Up	213
Garibaldi	01/03/2025 17:17:52	Follow Up	216
Garibaldi	01/04/2025 11:48:08	Speed Enforcement	211
Garibaldi	01/04/2025 11:53:55	Traffic Stop	211
Garibaldi	01/04/2025 12:56:07	Road Hazard	216
Garibaldi	01/05/2025 15:16:01	Theft	210
Garibaldi	01/05/2025 15:16:01	Theft	214
Garibaldi	01/05/2025 21:17:08	Theft	225
Garibaldi	01/05/2025 23:42:50	BUSINESS CHECK	225
Garibaldi	01/06/2025 09:24:57	Juvenile	214
Garibaldi	01/06/2025 10:49:06	Civil	214
Garibaldi	01/06/2025 12:37:58	Suspicious	214
Garibaldi	01/06/2025 12:57:16	Welfare check	214
Garibaldi	01/06/2025 15:09:21	Warrant	214
Garibaldi	01/06/2025 15:09:21	Warrant	225
Garibaldi	01/07/2025 00:00:00	Assault	211
Garibaldi	01/07/2025 00:00:00	Assault	226
Garibaldi	01/07/2025 00:00:00	Assault	225
Garibaldi	01/07/2025 11:11:31	Missing Person	214
Garibaldi	01/07/2025 23:49:36	Contact	225
Garibaldi	01/08/2025 00:52:32	Suspicious	225
Garibaldi	01/08/2025 10:28:57	Crim Misch	214
Garibaldi	01/08/2025 10:28:57	Crim Misch	216
Garibaldi	01/08/2025 11:39:41	Contact	216
Garibaldi	01/08/2025 12:06:38	Civil	214
Garibaldi	01/08/2025 12:06:38	Civil	216
Garibaldi	01/08/2025 13:51:25	Follow Up	216
Garibaldi	01/08/2025 17:06:27	Assist	216
Garibaldi	01/08/2025 20:22:20	Fireworks	225
Garibaldi	01/08/2025 20:30:53	Traffic Stop	220
Garibaldi	01/08/2025 23:47:22	BUSINESS CHECK	220

Garibaldi	01/09/2025 00:48:33	Contact	220
Garibaldi	01/09/2025 00:57:32	Traffic Stop	220
Garibaldi	01/09/2025 10:46:19	Follow Up	216
Garibaldi	01/09/2025 10:48:21	Missing Person	216
Garibaldi	01/09/2025 10:48:21	Missing Person	213
Garibaldi	01/10/2025 06:23:17	Suspicious	221
Garibaldi	01/10/2025 16:56:05	CAMI	206
Garibaldi	01/11/2025 23:56:45	Suspicious	220
Garibaldi	01/12/2025 00:54:29	BUSINESS CHECK	220
Garibaldi	01/12/2025 11:22:44	Civil Service	214
Garibaldi	01/12/2025 13:17:19	BUSINESS CHECK	210
Garibaldi	01/12/2025 20:37:59	Follow Up	225
Garibaldi	01/12/2025 20:50:28	Speed Enforcement	225
Garibaldi	01/12/2025 20:55:51	Traffic Stop	225
Garibaldi	01/13/2025 08:20:32	Welfare check	214
Garibaldi	01/13/2025 11:40:50	Harassment	214
Garibaldi	01/14/2025 11:35:52	Contact	214
Garibaldi	01/15/2025 01:04:13	BUSINESS CHECK	225
Garibaldi	01/15/2025 01:08:27	Traffic Stop	225
Garibaldi	01/15/2025 15:12:00	Assist	215
Garibaldi	01/15/2025 17:59:54	Follow Up	211
Garibaldi	01/15/2025 23:04:33	Contact	225
Garibaldi	01/16/2025 07:44:05	Shots Fired	221
Garibaldi	01/16/2025 10:15:41	Follow Up	221
Garibaldi	01/16/2025 16:36:25	57	215
Garibaldi	01/16/2025 20:18:01	Harassment	220
Garibaldi	01/16/2025 20:41:16	Traffic Stop	220
Garibaldi	01/17/2025 01:51:06	Traffic Stop	220
Garibaldi	01/17/2025 14:43:29	Burglary	215
Garibaldi	01/17/2025 19:51:39	UEMV	220
Garibaldi	01/18/2025 01:27:35	BUSINESS CHECK	220
Garibaldi	01/18/2025 01:29:10	BUSINESS CHECK	220
Garibaldi	01/18/2025 11:26:51	Shots Fired	221
Garibaldi	01/19/2025 14:12:14	Trespass	214
Garibaldi	01/19/2025 18:21:41	Contact	225
Garibaldi	01/19/2025 19:24:22	Civil	225
Garibaldi	01/19/2025 20:32:31	Suspicious	225
Garibaldi	01/19/2025 20:51:50	Speed Enforcement	225
Garibaldi	01/19/2025 20:54:16	Theft	211
Garibaldi	01/19/2025 20:54:16	Theft	225
Garibaldi	01/19/2025 22:10:22	Traffic Stop	225
Garibaldi	01/20/2025 12:40:13	Follow Up	210
Garibaldi	01/20/2025 14:34:37	Follow Up	214
Garibaldi	01/20/2025 15:33:11	BUSINESS CHECK	214

Garibaldi	01/20/2025 17:59:46	Traffic Stop	225
Garibaldi	01/21/2025 08:56:40	Trespass	214
Garibaldi	01/21/2025 11:18:15	Death	210
Garibaldi	01/21/2025 11:18:15	Death	214
Garibaldi	01/21/2025 13:03:04	Welfare check	214
Garibaldi	01/22/2025 02:50:30	Assist	211
Garibaldi	01/22/2025 02:50:30	Assist	225
Garibaldi	01/22/2025 08:38:38	Trespass	214
Garibaldi	01/22/2025 19:03:36	57	220
Garibaldi	01/22/2025 21:32:34	Assist	220
Garibaldi	01/23/2025 01:04:54	BUSINESS CHECK	220
Garibaldi	01/23/2025 01:08:59	BUSINESS CHECK	220
Garibaldi	01/23/2025 10:05:36	Follow Up	207
Garibaldi	01/23/2025 10:15:46	Follow Up	207
Garibaldi	01/23/2025 13:21:47	Follow Up	207
Garibaldi	01/23/2025 14:17:13	Welfare check	207
Garibaldi	01/23/2025 20:42:17	Alarm	220
Garibaldi	01/24/2025 12:46:54	Welfare check	213
Garibaldi	01/24/2025 17:38:45	Civil Service	215
Garibaldi	01/24/2025 21:27:43	Traffic Stop	220
Garibaldi	01/24/2025 23:32:38	Traffic Stop	220
Garibaldi	01/25/2025 10:03:04	Assist	230
Garibaldi	01/25/2025 10:37:34	Assist	230
Garibaldi	01/25/2025 12:25:03	BUSINESS CHECK	215
Garibaldi	01/25/2025 13:20:21	Contact	215
Garibaldi	01/25/2025 16:50:13	Traffic Stop	215
Garibaldi	01/25/2025 17:12:53	Traffic Stop	215
Garibaldi	01/25/2025 17:30:35	Traffic Stop	215
Garibaldi	01/25/2025 17:47:27	Traffic Stop	215
Garibaldi	01/26/2025 08:12:20	Trespass	214
Garibaldi	01/26/2025 14:35:26	Unwanted	210
Garibaldi	01/26/2025 14:35:26	Unwanted	214
Garibaldi	01/26/2025 15:33:47	Follow Up	214
Garibaldi	01/27/2025 14:00:47	Follow Up	214
Garibaldi	01/27/2025 15:11:50	Follow Up	214
Garibaldi	01/27/2025 20:18:56	UEMV	225
Garibaldi	01/28/2025 09:05:42	Assist	214
Garibaldi	01/28/2025 12:55:56	Follow Up	214
Garibaldi	01/28/2025 17:21:01	Welfare check	225
Garibaldi	01/29/2025 15:15:04	Warrant	220
Garibaldi	01/29/2025 15:15:04	Warrant	215
Garibaldi	01/29/2025 18:18:48	Civil Service	216
Garibaldi	01/29/2025 18:56:50	Contact	225
Garibaldi	01/29/2025 19:21:17	Traffic	220

Garibaldi	01/30/2025 08:29:53	Vehicle	216
Garibaldi	01/30/2025 13:07:58	Trespass	216
Garibaldi	01/30/2025 17:53:14	Assist	215
Garibaldi	01/31/2025 11:22:11	Welfare check	218
Garibaldi	01/31/2025 13:14:35	Vehicle	213
Garibaldi	01/31/2025 13:49:35	Traffic Stop	218
Garibaldi	01/31/2025 16:55:20	Welfare check	220
Garibaldi	01/31/2025 20:46:10	Traffic Stop	220
Garibaldi	01/31/2025 21:14:32	Traffic Stop	220
Garibaldi	01/31/2025 21:50:08	Traffic Stop	220

DEPARTMENTAL REPORT

TO: Mayor and City Council

FROM: Nick Theoharis, Public Works Superintendent

SUBJECT: February Public Works Report

DATE: February 11th, 2025

REPORT

Water: All required testing and reporting have been completed and submitted for the month. We repaired five separate water leaks and completed a water service repair in Watseco-Barview. The department is now prioritizing leak reduction and water conservation efforts. With our radio-read meters, we can actively monitor water usage, allowing us to notify customers of leaks and soon, receive automated alerts for large leaks or line breaks.

We appreciate residents reporting leaks on the City's side of the connections and will continue to prioritize responses in a fiscally responsible manner. To improve communication during emergencies, we encourage all residents to update their contact information with City Hall, ensuring we can reach them promptly in the event of a major leak or line break.

Wastewater: All required testing and reports have been completed. We are currently cleaning and organizing in preparation for the upcoming Facilities Tour. The Wastewater Facilities Plan has been finalized and submitted to DEQ, and we are awaiting their response.

We have been experiencing ongoing issues with the monitoring and chemical feed systems at the wastewater treatment plant over the past two weeks. Efforts are being made to diagnose and resolve these issues as quickly as possible.

Streets: Due to weather conditions and budget constraints, street work has been limited. We encourage residents to report potholes as they arise, and we will address them as soon as possible.

General: The Public Works team is developing into a cohesive unit, with new members gaining experience and improving their efficiency in responding to water

leak emergencies. They are also gradually learning wastewater operations and will soon begin sewer line cleaning procedures.

To enhance operational capabilities, we need to have one to two staff members obtain their CDL licenses for biosolids hauling, sewer cleaning, and street sweeping. Additional training will also be necessary for traffic control, first aid/CPR, and utility location.

We are currently operating with one fewer team member due to an off-duty injury. I am in contact with them and monitoring their recovery, and we all look forward to their return.

Once the PFAS and Wastewater Facilities Plan projects are completed, I will begin the process of selecting a new Engineer of Record that better aligns with the City's needs and budget.

• Questions?

Nick Theoharis, Public Works Superintendent

Tillamook County



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021125 GARIBALDI BRANCH LIBRARY REPORT TO COUNCIL

Greetings Council and Community Members,

This month's report will be brief. The Tillamook County Library system is moving closer to rolling over to our new integrated library management system. Both staff and public will begin using the new interfaces in March.

All library branches are currently scheduled to be closed Tuesday, February 13, for training and Saturday, March 8, for the actual rollover.

Watch for more information to come.

Respectfully submitted,
June Ekborg
Library Assistant II
Garibaldi Branch Library