

**2017 City Council Goals and Objectives  
McMinnville, Oregon**

**Civic Hall  
200 NE Second Street**

**February 3, 2017  
2:00 PM Goal Setting Worksession**

1. CALL TO ORDER
2. AGENDA
3. HIGHLIGHTS FROM COUNCIL INTERVIEWS
4. REVIEW AND REFLECTION ON COUNCIL GOAL-SETTING SESSIONS PAST: 2008-2016
5. REVIEW STAFF'S PROPOSED APPROACH FROM 2016
6. ESTABLISH THE 2017 GOAL-SETTING FRAMEWORK
7. DETERMINE THE FRAMEWORK FOR STAFF'S INVOLVEMENT IN THE 2/4/2017 DISCUSSION.
8. ADJOURNMENT



**City Council Goals and Objectives -  
Worksession**

**Meeting Date:** 02/03/2017

**Subject:** Agenda Details

**From:** Melissa Grace, City Recorder / Legal  
Assistant

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**Information**

**AGENDA ITEM:**

AGENDA

**BACKGROUND:**

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**Attachments**

Agenda Details

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# AGENDA

**CITY OF McMINNVILLE**  
**City Council Goal-Setting Worksession**  
**Friday, Feb 3<sup>rd</sup>, 2017 – 2018**  
**2pm – 5pm**

- 2:00**     **Session opening and welcome**  
**Agenda review**
- 2:10**     **Review & Reflection on Council Goal-Setting Sessions Past: 2008 – 2016**
- *Touch base with the Council charter*
  - *Overall philosophy & approach*
  - *Success factors and challenges*
  - *Traditions to bring forward or to leave behind in 2017*
- 2:30**     **Review Staff's Proposed Approach from 2016**
- *Discuss the view of "capacity" implied in the proposal.*
  - *Determine how to consider capacity constraints & opportunities in goal-setting in 2017.*
- 2:50**     **Establish the 2017 Goal-Setting Framework**
- *Understand revenue constraints.*
  - *Identify the potential range of 2017-2018 goals.*
  - *Consider the range within capacity.*
  - *Determine the timespan to be considered for goals set at this year's session.*
  - *Identify any other 2017 goal-setting session concerns or considerations.*
- 4:30**     **Determine the Framework for Staff's Involvement in Tomorrow's Discussion**
- *Determine how to enable staff members' participation while honoring their "Leadership Team" ethic of "no self-dealing or lobbying" that they have cultivated. (Note: The facilitator will make a straw recommendation as a starting point for the discussion.)*
- 5:00**     **Session Closing**



**City Council Goals and Objectives -  
Worksession**

**Meeting Date:** 02/03/2017

**Subject:** Highlights from Council Interviews

**From:** Melissa Grace, City Recorder / Legal  
Assistant

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**Information**

**AGENDA ITEM:**

HIGHLIGHTS FROM COUNCIL INTERVIEWS

**BACKGROUND:**

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**Attachments**

Highlights

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# PACKET MEMO

DT: January 30, 2017  
TO: Mayor Hill and Members of the City Council  
McMinnville, Oregon  
CC: Candace Haines, Interim City Manager  
David Koch, City Attorney  
Jeffrey Towery  
FR: Sue Dicile  
RE: **2017 Team-Building & Goal-Setting Packet**

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Thank you for taking the time to speak with me in advance of the Team-building and Goal-setting sessions coming right up on Friday and Saturday, February 3<sup>rd</sup> & 4<sup>th</sup>.

Attached in this packet you will find:

- Highlights of themes from interviews with Council members (below, in this memo.)
- Agendas for Friday afternoon and evening, and Saturday.
- A copy of the City of McMinnville City Council Working Agreements. These were established over a decade ago but have been added to and refined over the years.

## Highlights from Council interviews

- **2016 was a difficult year.** While some significant work was conducted on behalf of the city, such as forward movement on the Transportation Plan and the URD, the most frequently-cited accomplishment in the interviews was *“righting the ship.”*
- **Upcoming challenges noted in the interviews include:**
  - Maintaining staffing levels and morale.
  - The budget trajectory, particularly with regard to PERS-related costs.
  - Capacity; taking into account the pressure of significant projects and requirements that don’t rise to the forefront as “new goals”.
  - Taking steps, even if incremental, on the snowballing issues of affordable housing and homelessness.
- **The City remains financially strong and cohesive in spirit.** And...the city was recently voted “Best City in the West”. (Wow!). **But...**
- **...There are red flags in the financial forecast.**
- **New Councilors are “fabulous” and Council continues to work well together** although the strain of the past year has taken a toll.

- **Council has a couple key aspirations for the Friday night Team-Building session:**
  - To check in with, and acquaint new Councilors with, the Working Agreements that have long guided Council members' interactions.
  - To deepen Council relationships, including forging relationships with new Councilors and a new (although not yet seated) City Manager.
  
- **There are several critical expectations for goal-setting:**
  - A clear-eyed understanding of revenue options and budget constraints.
  - A definition and understanding of "capacity" that acknowledges seemingly "routine" and ongoing work of the City and not only new projects.
  - "*Getting everyone's ideas on the table*" even though constraints may mandate "*baby steps*" to goal achievement.
  - Forward movement on affordable housing even if there are only limited resources to take small steps.

**The only other item that came up** was a concern about how staff will be included this year in the goal-setting session. I have some ideas that can serve as a starting point to discussion at the Friday afternoon queue-up session.

Agendas that - as always - were deeply informed by my interviews with you are attached. I think this will be terrific session and look forward to meeting new Council members and to spending time with all of you and the City's terrific Leadership Team members.

See you Friday.



**City Council Goals and Objectives -  
Worksession**

**Meeting Date:** 02/03/2017

**Subject:**

**From:** Melissa Grace, City Recorder / Legal  
Assistant

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**Information**

**AGENDA ITEM:**

REVIEW AND REFLECTION ON COUNCIL GOAL-SETTING SESSIONS PAST: 2008-2016

**BACKGROUND:**

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**Attachments**

City Charter  
Past Goals

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## CITY CHARTER

### McMINNVILLE CHARTER OF 1971

To provide for the government of the City of McMinnville, Yamhill County, State of Oregon; and to repeal all charter provisions of the city enacted prior to the time that this charter takes effect, except those herein retained.

Be it enacted by the people of the City of McMinnville, Yamhill County, State of Oregon:

#### CHAPTER I

##### NAME AND BOUNDARIES

Section 1. TITLE OF ENACTMENT. This enactment may be referred to as the McMinnville Charter of 1971.

Section 2. NAME OF CITY. The City of McMinnville, Yamhill County, State of Oregon, shall continue to be a municipal corporation with the name "City of McMinnville."

Section 3. BOUNDARIES. The city shall include all territory encompassed by its boundaries as they now exist or hereafter are modified by a majority of voters. Unless mandated by State Law, any annexation, delayed or otherwise, to the City of McMinnville may only be approved by a prior majority vote among the electorate. (Ballot Measure 36-32, May 21, 1996).

#### CHAPTER II

##### POWERS

Section 4. POWERS OF THE CITY. The city shall have all the rights, powers, privileges, and immunities which the constitutions, statutes, and common law of the United States and of this state expressly or impliedly grant or allow municipalities, including those rights, powers, privileges, and immunities which a city can exercise upon specifically accepting them or upon being granted the power to exercise them by the people of the city or the legislature of the state, as fully as though this charter expressly stated each of those rights, powers, privileges, and immunities, and as though each of them had been specifically accepted by the city or granted to it by the people of the city or by the legislature of the state. The powers contained herein from previously enacted charter shall be deemed a part of the powers of the city. The city is further empowered to



assess, levy, and collect taxes of all types for any and all lawful municipal purposes.

Section 5. CONSTRUCTION OF THE CHARTER. In this charter no mention of a particular power, right, privilege, or immunity shall be construed to be exclusive or to restrict the scope of all powers, rights, privileges, or immunities which the city would have if the particular power was not mentioned. The charter shall be liberally construed to the end that the city may have all powers necessary or convenient for the conduct of its municipal affairs, including all powers that cities may assume pursuant to the laws and to the municipal home-rule provisions of the constitution of the State of Oregon.

Section 6. EXERCISE OF POWERS. All rights, powers, privileges, and immunities of the city shall be exercised in the manner prescribed in this charter, or, if the manner be not prescribed in this charter, then in the manner provided by ordinance or resolution of the council or the laws of the State of Oregon.

### Chapter III

#### FORM OF GOVERNMENT

Section 7. POWER IN WHOM VESTED. The power and authority given to the municipal corporation of the City of McMinnville by this charter is vested in the mayor and council, and their successors in office, to be exercised in the manner hereinafter provided.

Section 8. COUNCIL. The council shall consist of six members, two from each ward of the city, and they shall hold office for the term of four years and until their successors are elected and qualified, and the elective term of such councilmen shall be so arranged that one councilman shall be elected from each ward of said city at each general biennial election. The official term of the Mayor shall be four years.

Section 9. COUNCILMEN. The councilmen in office at the time this charter is adopted shall continue in office, each until the end of his term of office as fixed by the charter of the city in effect at the time this charter is adopted. At each biennial general election after this charter takes effect, three councilmen shall be elected, each for a term of four years.

Section 10. MAYOR. At the next biennial general election after this charter takes effect, a mayor shall be elected for a term of four years, and at each alternate general election thereafter.

Section 11. APPOINTED ADMINISTRATIVE OFFICERS. Additional officers of the city shall be a municipal judge, a city recorder, a

city manager, a city attorney, a director of public works, a chief of police, a fire chief, a treasurer, and such other officers as the council deems necessary. Each of these officers shall be appointed and may be renewed by a majority of the council. The council may designate any appointive officer to supervise any other appointive officer except the municipal judge in the exercise of his judicial functions. (Res. No. 1978-47 §3(a)).

Section 12. SALARIES. The compensation for the services of each city officer and employee shall be the amount fixed by the council.

Section 13. QUALIFICATIONS OF ELECTIVE OFFICERS. No person shall be elected to, appointed to, or retained in an elective office of the city unless he is a qualified elector within the meaning of the state constitution and a resident of the city for twelve months immediately preceding his nomination. In addition to these qualifications, no person shall be elected to, appointed to, or retained in the office of council member unless he resides in the ward from which he is elected or appointed. The council shall be final judge of the qualifications and election of its own members, subject, however, to review by a court of competent jurisdiction. (Res. No. 1978-47 §3(b)).

Section 13A. WARDS. The city shall be divided by ordinance into three geographical areas representing as near as practical the same number of electors. Whenever the ward boundaries are reapportioned to comply with this section, the council members in office at that time shall not lose their qualification for office by reason of the boundary change and shall continue in office for the remainder of their terms unless otherwise disqualified. (Res. No. 1978-47 §3(c)).

## Chapter IV

### COUNCIL

Section 14. MEETINGS. The council shall hold a regular meeting at least once each month in the city at a time and place which it designates. It shall adopt rules for the government of its members and proceedings. The mayor upon his motion may, or at the request of three members of the council shall, by giving notice thereof to all members of the council then in the city, call a special meeting of the council for a time not earlier than 24 hours nor later than 96 hours after the notice is given. Special meetings of the council may also be held at any time by the common consent of all members of the council. Notice of all meetings held by the council shall be consistent with notice requirements for public meetings. (Res. No. 1978-47 §4(a)).

Section 15. QUORUM. A majority of members of the council shall constitute a quorum for its business, but a smaller number may meet

and compel the attendance of absent members in a manner provided by ordinance.

Section 16. RECORDS. The council shall cause minutes of its proceedings to be kept. Upon the request of any of its members, the ayes and nays upon any question before it shall be taken, and a record of the vote entered in the minutes. The council shall determine the manner in which withdrawals shall be made from the respective funds.

Section 17. PROCEEDINGS TO BE PUBLIC. No action by the council shall have legal effect unless the motion for the action and the vote by which it is disposed of take place at proceedings open to the public.

Section 18. MAYOR'S FUNCTIONS AT COUNCIL MEETINGS. The mayor shall be chairman of the council and preside over its deliberations. He shall have authority to preserve order, enforce the rules of the council, and determine the order of business under the rules of the council. He shall have a vote on all questions before the council in order to resolve a tie vote of the council members. (Res. No. 1978-47 §4(b)).

Section 19. PRESIDENT OF THE COUNCIL. At its first meeting after this charter takes effect and thereafter at its first meeting of each odd-numbered year, the council shall elect a president from its membership. In the mayor's absence from a council meeting, the president shall preside over the council. Whenever the mayor is unable to perform the functions of his office the president shall act as mayor, preside over council deliberations, have authority to preserve order, enforce the rules of the council, determine the order, determine the order of business under the rules of the council, and continue to vote as a councilman. (Res. No 1978-47 §4(c)).

Section 20. VOTE REQUIRED. Except as this charter otherwise provides, the concurrence of a majority of the members of the council present at a council meeting shall be necessary to decide any question before the council.

## Chapter V

### POWERS AND DUTIES OF OFFICERS

Section 21. MAYOR. The mayor shall appoint the committees provided by the rules of the council. After the council approves a bond for a city officer or a bond for a license, contract, or proposal, the mayor shall endorse the bond.

Within twenty-four hours after the adjournment of any council meeting, the city recorder shall present to the mayor all ordinances passed and adopted at the meeting. The mayor within five days of

receipt of an ordinance shall return it to the city recorder with or without the approval, or with his veto. If an ordinance is vetoed, the mayor shall attach a written statement explaining the reasons for his veto. Ordinances vetoed by the mayor shall be considered at the next meeting of the council, and the council may pass the ordinance over the veto by the affirmative vote of four of its members. The effective date of an ordinance passed over the mayor's veto shall not be less than fifteen days after the date of final passage.

Section 22. CITY MANAGER. The city manager shall have general supervision of the administrative affairs of the city and general control over all nonelective officers and employees of the city excepting those of the Water and Light Department and municipal judge, and shall perform such other duties as may be prescribed by the council. Before taking office, he shall give a bond in such amount and with such surety as may be approved by the council. The premiums on such bond shall be paid by the city.

Section 23. MUNICIPAL JUDGE. The municipal judge shall be the judicial officer of the city. If available, the municipal judge shall be a member of the Oregon State Bar in good standing or have a legal background or training satisfactory to the council. He shall hold within the city a court known as the municipal court for the City of McMinnville, Yamhill County, Oregon. The court shall be open for the transaction of judicial business at times specified by the council. All area within the city shall be within the territorial jurisdiction of the court. The municipal judge shall exercise original and exclusive jurisdiction of all crimes and offenses defined and made punishable by ordinances of the city and of all actions brought to recover or enforce forfeitures of penalties defined or authorized by ordinances of the city. He shall have authority to issue process for the arrest of any person accused of an offense against the ordinances of the city, to commit any such person to jail or admit him to bail pending trial, to issue subpoenas, to compel witnesses to appear and testify in court on the trial of any cause before him, to compel obedience to such subpoenas, to issue any process necessary to carry into effect the judgments of the court, and to punish witnesses and others for contempt of the court. When not governed by ordinances or this charter, all proceedings in the municipal court for the violation of city ordinance shall be governed by the applicable general laws of the state governing justices of the peace and justice courts.

Section 24. RECORDER. The recorder shall serve ex officio as clerk of the council, attend all its meetings unless excused therefrom by the council, and keep an accurate record of its proceedings. In the recorder's absence from a council meeting, the mayor shall appoint a clerk of the council pro tem who, while acting in that capacity, shall have all the authority and duties of the recorder.

## Chapter VI

## ELECTIONS

Section 25. REGULAR ELECTIONS. Regular city elections shall be held at the same time and place as the general state elections, in accordance with applicable state election laws. The recorder, pursuant to directions from the council, shall give at least 10 days notice of each regular and special city election by publishing notice thereof in a newspaper in general circulation throughout the city. The notice shall state the officers to be elected, the ballot title of each measure to be voted upon, and the time and place of the election. (Res. No. 1978-47 §5(a)).

Section 26. SPECIAL ELECTIONS. The council shall provide the time, manner, and means for holding any special election. The recorder shall give at least ten days notice of each special election in the manner provided by the action of the council ordering the election.

Section 27. REGULATION OF ELECTIONS. Except as this charter provides otherwise and as the council provides otherwise by ordinances relating to elections, the general laws of the state shall apply to the conduct of all city elections, recounts of the returns therefrom, and contests thereof.

Section 28. CANVASS OF RETURNS. In all elections held in conjunction with state and county elections, the state laws governing the filing of returns by the county clerk shall apply. The certified election results of the county clerk may be approved by the council in lieu of a canvass by the council in any election held in conjunction with a state or county election. In each special city election the returns therefrom shall be filed with the recorder on the day following, and not later than 5 days after the election, the council shall meet and canvass the returns. The results of all elections shall be made a matter of record of the proceedings of the council. The record shall contain a statement of the total number of votes cast at each election, the votes cast for each person and for and against each proposition, the name of each person elected to office, the office to which he has been elected, and a reference to each measure enacted or approved. Immediately after the canvass is completed, the recorder shall make and sign a certificate of election of each person elected and deliver the certificate to him within 1 day after the canvass. A certificate so made and delivered shall be prima facie evidence of the truth of the statements contained in it. (Res. No. 1978-47 §5(b)).

Section 29. TIE VOTES. In the event of a tie vote for candidates for an elective office, the successful candidate shall be determined by a public drawing of lots in a manner prescribed by the council.

Section 30/31. OATH OF OFFICE AND COMMENCEMENT OF ELECTIVE TERM. The term of office of a person elected in accordance with this charter

shall commence the first of the year immediately following the election and upon the elected candidate taking an oath or affirmation that said officer will support the constitution and laws of the United States and the State of Oregon and will faithfully perform the duties of the office. The oath or affirmation shall be administered at the first council meeting conducted in the year immediately following the election at which the elected officer is present. An incumbent shall continue in office until said oath or affirmation is administered. (Res. No. 1978-47 §5(c)).

Section 32. NOMINATIONS. Any qualified person may be nominated for an elective city office. Nominations shall be by petition specifying the position sought in a form prescribed by the council. Such petition shall be signed by not fewer than 50 electors from the ward in which the council person is a candidate and from the entire city for a candidate seeking the office of mayor. No elector shall sign more than one petition for each vacant position. If he does so, his signature shall be valid only on the first petition filed for the office.

The signature to a nomination petition need not all be appended to one paper, but to each separate paper of the petition shall be attached an affidavit of the circulator thereof, indicating the number of signers of the paper and stating that each signature appended thereto has been made in his presence and is the genuine signature of the person whose name it purports to be. With each signature shall be stated the signer's place of residence, identified by its street and number or other sufficient description.

All nomination papers comprising a petition shall be assembled and filed with the recorder as one instrument at a time which is in accordance with the election laws set by the State of Oregon. The recorder shall make a record of the exact time at which each petition is filed and shall take and preserve the name and address of the person by whom it is filed.

If the petition is not signed by the required number of qualified electors, the recorder shall notify the candidate and the person who filed the petition within 5 days after the filing. If the petition is insufficient in any other particular, the recorder shall return it immediately to the person who filed it, certifying in writing wherein the petition is insufficient. Such deficient petition may be amended and filed again as a new petition, or a substitute petition for the same candidate may be filed, within the regular time for filing nomination petitions.

The recorder shall notify an eligible person of his nomination, and such person shall file with the recorder his written acceptance of nomination in such form as the council may require, within 5 days of notification of nomination. Upon receipt of such acceptance of nomination, the recorder shall cause the nominee's name to be printed on the ballots. The petition of nomination for a successful candidate

at an election shall be preserved in the office of the recorder until the term of office for which the candidate is elected expires. (Res. No. 1978-47 §5(d)).

## Chapter VII

### VACANCIES IN OFFICE

Section 33. WHAT CREATES VACANCY. An office shall be deemed vacant upon the incumbent's death; adjudicated incompetence, conviction of a felony, other offense pertaining to his office, or unlawful destruction of public records; resignation; recall from office; or ceasing to possess the qualifications for the office; upon the failure of the person elected or appointed to the office to qualify therefor within ten days after the time for his term of office to commence; or in the case of a mayor or councilman, upon his absence from the city for 60 days without the consent of the council or upon his absence from meetings of the council for 90 days without like consent, and upon a declaration by the council of the vacancy.

Section 34. FILLING OF VACANCIES. When a vacancy in an elective city office occurs, a temporary replacement shall be appointed by a majority vote of the council. The term of office of the temporary replacement shall begin immediately upon his appointment and continue until a permanent replacement is elected at the next general election, but said election shall not occur less than 60 days after the office has been declared vacant or an individual appointed by the council. The newly elected council person shall take office at the first regular meeting of the council occurring subsequent to the election. The term of office of the elected replacement shall be the unexpired term of the elected predecessor. (Res. No. 1978-47 §6(a)).

## Chapter VIII

### ORDINANCES

Section 35. ENACTING CLAUSE. The enacting clause of all ordinances hereafter enacted shall be, "The City of McMinnville ordains as follows:"

Section 36. MODE OF ENACTMENT.

(1) Except as this section provides to the contrary, every ordinance of the council shall, before being put upon its final passage, be read fully and distinctly in open council meeting on two different days.

(2) Except as this section provides to the contrary an ordinance may be enacted at a single meeting of the council by unanimous vote of

all council members present, upon being read first in full and then by title.

(3) Any of the readings may be by title only (a) if no council member present at the meeting requests to have the ordinance read in full or (b) if a copy of the ordinance is provided for each council member and three copies are provided for public inspection in the office of the city recorder not later than one week before the first reading of the ordinance and notice of their availability is given forthwith upon the filing, by (i) written notice posted at the city hall and two other public places in the city; and(ii) advertisement in a newspaper of general circulation in the city. An ordinance enacted after being read by title alone may have no legal effect if it differs substantially from its terms as it was thus filed prior to such reading, unless each section incorporating such a difference is read fully and distinctly in open council meeting as finally amended prior to being approved by the council.

(4) Upon the final vote on an ordinance, the ayes and nays of the members shall be taken and recorded in the journal.

(5) Upon the enactment of an ordinance the recorder shall sign it with the date of its passage and his name and title of office, and within three days thereafter the mayor shall sign it with the date of his signature, his name and the title of his office.

Section 37. WHEN ORDINANCES TAKE EFFECT. An ordinance enacted by the Council shall take effect on the thirtieth day after its enactment. When the council deems it advisable, however, an ordinance may provide a later time for it to take effect, and in case of an emergency, it may take effect immediately.

## Chapter IX

### PUBLIC IMPROVEMENT

Section 38. CONDEMNATION. Any necessity of taking property for the city by condemnation for the water system or electrical generation and distribution system shall be determined by the Water and Light Commission pursuant to Chapter X of this charter. Any necessity of taking property for any other purposes for the city by condemnation shall be determined by the council and declared by a resolution of the council describing the property and stating the uses to which it shall be devoted.

Section 39. IMPROVEMENTS. The procedures for making, altering, vacating, or abandoning a public improvement shall be governed by the general ordinance or, to the extent not so governed, by the applicable general laws of the state. Action on any proposed public improvement, except a sidewalk or except an improvement unanimously declared by the



council to be needed at once because of an emergency, shall be suspended for six months upon a remonstrance thereto by the owners of two thirds of the property to be specially assessed therefor. For the purpose of this section "owner" shall mean the record holder of a legal title to the land, except that, if there is a purchaser of the land according to a recorded land sale contract or according to a verified writing by the record holder of legal title to the land filed with the city recorder, the said purchaser shall be deemed the "owner."

Section 40. SPECIAL ASSESSMENT. The procedure for levying, collecting, and enforcing the payment of special assessments for public improvements or other services to be charged against real property shall be governed by general ordinance.

Section 41. BIDS. A contract in excess of \$5,000 for a public improvement to be made by a private contractor shall be let to the lowest responsible bidder for the contract and shall be done in accordance with plans and specifications approved by the council. (Res. No. 1978-47 §7(a)).

## Chapter X

### WATER AND LIGHT COMMISSION

The Water and Light Commission is continued in existence.

Section 42. MEMBERSHIP AND QUALIFICATIONS. The mayor of the City of McMinnville shall ex officio be a member of the Water and Light Commission. In case of the absence of the mayor from the city, or his complete disability or disqualification to act, then during such absence, disqualification or disability, the president of the council shall ex officio act in place of the mayor as a member of the Water and Light Commission. In addition to the mayor, there shall be four members of the Water and Light Commission appointed by the mayor for a term of four years, whose appointments shall severally be approved by the council before any new commissioner shall enter upon the discharge of the duties of his office. The four commissioners in office at the date of the adoption of this provision shall serve out their respective terms, subject to removal as hereinafter provided. In case of a vacancy caused by death, removal or resignation, the mayor shall appoint a successor to fill such vacancy for the balance of the term, which appointment also shall be subject to confirmation by the council.

Section 43. REMOVAL OF COMMISSIONERS. The mayor, with the consent of the council, may remove any member of the Water and Light Commission for cause. No commissioner shall be removed, except upon written charges filed by the mayor with the clerk of the Water and Light Commission, a copy of which shall be served upon such

commissioner. A copy of such charges shall also be filed with the recorder of the City of McMinnville and brought before the council, together with the order of the mayor removing any such commissioner; and the question of whether or not such removal shall be sustained by the council shall be submitted to the council as any other city business is submitted to and considered by the council, and the question shall thereupon be submitted to the council in the following form:

"Shall the action of the mayor in removing \_\_\_\_\_, a member of the Water and Light Commission of the City of McMinnville, be sustained?"

If the majority of the membership of the city council shall vote in the affirmative, said removal shall be sustained, and said commissioner shall thereupon be out of office; otherwise, said removal shall not be sustained and said commissioner shall remain in office for the balance of his term, except in the case of death, disqualification or removal as herein provide.

Section 44. QUALIFICATIONS OF COMMISSIONERS. No person shall be appointed to the Water and Light Commission, or retain any such office, who does not fulfill the following requirements: He must be a citizen and resident of the City of McMinnville for at least one year, and a legal voter, and shall not have a financial interest adverse to the interests of the City of McMinnville in any manners over which the Water and Light Commission has jurisdiction. (Res. No. 1978-47 §8(a)).

Section 45. ORGANIZATION OF COMMISSION. The Water and Light Commission shall, at its first meeting in January in each year, elect from among the four appointed members thereof, a chairman, and shall also elect a clerk of the commission. At all meetings attended by the mayor he shall preside and in his absence, the president of the council shall preside. In case neither the mayor nor the president of the council is present at any meeting of the Water and Light Commission, the chairman shall preside, and if the chairman is also absent, then a chairman pro tem shall be appointed by the members present.

The Clerk of the Commission shall sign all minutes of all meetings, together with the officer who has presided at such meeting.

Section 46. EXECUTION OF CONTRACTS AND HANDLING OF FUNDS. All contracts and documents on behalf of the Water and Light Commission shall be signed by the mayor, or in case of his absence, disqualification, or disability, then by the president of the council, and shall be attested by the clerk of the commission. All funds coming under the jurisdiction of the Water and Light Commission shall be paid to the clerk of the commission, and a complete book account thereof shall be kept by the clerk of the commission, or employees of the commission under his direction. Said funds shall be paid by the

clerk of the commission to the city treasurer, who also shall keep a book account of all such funds.

Section 47. CLERK. The clerk of the Water and Light Commission shall serve during the pleasure of the Commission, and be subject to removal at any time and for any reason.

Before entering upon the duties of the office of clerk of the commission, the clerk shall take and file with the recorder of the City of McMinnville an oath of office to support and defend the constitutions and laws of the United States and of the State of Oregon, and faithfully to perform the duties of the office of clerk of the Water and Light Commission of the City of McMinnville, according to law, and shall also execute with a surety, satisfactory to the Water and Light Commission, and undertaking running for the benefit of the City of McMinnville for the faithful discharge of the duties and his office, and accounting for and paying over all money and property coming into his possession, which official undertaking shall be in such amount and upon such form as shall be required by the Water and Light Commission, and shall be signed by a surety company authorized to do a surety business in the State of Oregon, and shall be filed with the mayor.

Section 48. QUORUM. Three members of the commission shall constitute a quorum for the transaction of all business.

Section 49. MEETINGS. The Water and Light Commission shall hold a regular meeting at least once each month at a time and place to be fixed and publicly announced. Special meetings may be convened at any time upon such call and the giving of appropriate notice not less than 24 hours nor later than 96 hours after said meeting has been duly called and required notice given. Special meetings of the Water and Light Commission may also be held at the time by the common consent of all the members of the Water and Light Commission. Notice of all meetings held by the Water and Light Commission shall be consistent with notice requirements for public meetings. (Res. No. 1978-47 §8(b)).

Section 50. COMPENSATION. The Water and Light Commission shall have the authority to fix the compensation of the clerk and other employees of the Water and Light Commission and change same from time to time. Said Commission shall have the authority to employ a general manager and such superintendents, attorneys, bookkeepers, laborers, mechanics and other employees, as may be determined, and fix the compensation thereof, and discharge the same at pleasure, and for any reason.

Section 51. POWER OF COMMISSION. The Water and Light Commission shall have charge of the water works and the lighting plants of the city located within or without the city. Said commission shall have power and authority for and in behalf of the City of McMinnville to construct, erect, maintain, rebuild, repair or enlarge, manage,

operate, and control the water plant and electric light plants and system and to change the same and to that end to construct or purchase, keep, conduct, repair, rebuild, enlarge, and maintain water works and electric generating plants and system with all necessary plants or facilities of a character and capacity sufficient to furnish to the City of McMinnville and to the inhabitants thereof, as well as to other places and people desiring such service, whether within or without the corporate limits of the city, with such water and electric energy as may be called for, or required by any consumer, with the right reserved at all times to the City of McMinnville, acting through the Water and Light Commission, to withhold enlarging the plant and facilities within or without the City, or to extend the same, according to the sole judgment and discretion of said commission.

For the purposes of carrying into effect the provisions of this charter, said commission may acquire by purchase, condemnation or otherwise, for and on behalf of said city, and own and possess in the name of the city, such real estate and interest in real estate and personal property within and without the city limits of said city, as in the judgment of the commission may be deemed necessary or convenient.

In carrying on the management of said water and light system, said commission may, in enlarging the same, exercise its own judgment having in view the present and future requirements of said system, its customers present and prospective, within and without the corporate limits.

Power is also given to said commission to furnish electric energy for any useful purpose, and at any place or places. Said commission shall also have the power to construct such pole lines, transmission lines, and other devices within or without the corporate limits, as shall be necessary to carry out the powers herein granted, and may construct or otherwise acquire such buildings, power plants, dynamos, and other instrumentalities as may be necessary, convenient, or desirable to the complete equipment, enlargement, reconstruction, maintenance, and operation of a complete electric light or other lighting system.

The commission may contract with any individual, company, corporation, public or private utility, and the United States of America, through the Bonneville Administrator, or other agency, for the purchase of such electric power and energy as may be desirable and resell the same to the customers of the City of McMinnville in such manner and on such terms as said commission may prescribe. The commission may contract to sell electric power and energy to any individual, company, corporation, public or private utility as may be desirable in such manner and on such terms as said commission may prescribe. (Res. No. 1978-47 §8(c)).

Section 52. POWER TO CONDEMN. The Water and Light Commission shall have power to acquire by purchase, or otherwise, or by condemnation proceedings in the name of the City of McMinnville, all rights of way over the land of other persons or other property which may be necessary or convenient for dams, reservoirs, reserves, water sheds, pipe lines, electric lines, or other purpose for said water system and electric light system, whether within or without the corporate limits of said city; and said commission shall also have the power to extinguish all riparian rights which would otherwise interfere with the establishment and use of said water system or electric system. Where condemnation proceedings are necessary to acquire such property and rights, said proceedings shall be instituted by the commission in the name of the City of McMinnville as plaintiff, and shall be conducted in accordance with the provisions of the laws of the State of Oregon respecting condemnation proceedings by cities and other municipalities of the State of Oregon.

Section 53. POWER TO MAKE RULES. Said Water and Light Commission is hereby given the power and authority:

1. To make all needed rules and regulations for the conduct and management of the business delegated to said commission.

2. To establish rates for the use and consumption of water and electric energy furnished and sold by said commission.

3. To provide for the payment of water and electric rates, and to shut off such water and electric energy from any customer for nonpayment of rates, or for the violation of any rule or regulation established by the commission.

4. To do any other act or make any regulations necessary and convenient for the conduct of the business delegated to said commission, and for the due execution of the power and authority given said commission by this charter and not contrary to law.

Section 54. WARRANT INDEBTEDNESS. In order that said Water and Light Commission may carry on and control the business delegated to it by this charter, the Water and Light Commission is authorized to execute its warrants upon the city treasurer of the City of McMinnville, drawn on the water and lights funds in said treasury in excess of the current cash on hand, but not in an amount exceeding one half of the estimated annual income from the water and light department of said city. Warrants so drawn in excess of the cash on hand in the water and light funds shall be endorsed by the city treasurer "Not paid for want of funds," and shall bear interest not exceeding six percent (6%) per annum from the date of such endorsement until the date of payment, and shall be paid for the current receipts of said water and light department, and such warrant indebtedness shall not be considered or construed within the limitations of this charter respecting the municipal debt.

Section 55. ANNUAL ESTIMATE REPORT. The commission shall annually before the first day of July make a written estimate of the probable expense of maintaining and conducting the water plant and electric light system during the next ensuing year including the cost of any contemplated alterations, improvements, additions, or extensions, together with the probable amount necessary for the redemption of any unpaid warrants, together with the interest thereon, as well as the amount required for the payment of interest and maturing principal on any outstanding water and light bonds of the City of McMinnville; and shall thereupon ascertain and prescribe, as nearly as can be conveniently done, a water rate and electric current rate for such ensuing year, which will create a fund at least sufficient to meet all of said requirements, and in addition thereto the commission may include a further amount sufficient to create such fund as in the judgment of the commission may be desirable in the event of any contemplated additions, improvements, or extensions to such plants.

Section 56. ANNUAL REPORT OF RECEIPTS AND DISBURSEMENTS. The Water and Light Commission shall annually make a statement in duplicate containing a detailed report of its receipts and disbursements. The same, when so made, shall be signed by its chairman and attested by the clerk, and one copy thereof shall be filed with the recorder and the other filed with the clerk of the commission, and shall be preserved by and remain on file in each of said offices as public documents subject to inspection by all citizens of the City of McMinnville, and as a part of said report the commission shall include an inventory or statement of all the property, implements, and materials in its possession or control pertaining to the water works and the electric system, together with the condition and approximate value thereof

Section 57. CUSTODY OF PROPERTY AND BOOKS. The Water and Light Commission of the City of McMinnville shall be custodian of said water plant and electric system and of all property pertaining thereto, together with all books, papers, and accounts relating thereto, except that the oath of office of the clerk of said commission shall be filed with the recorder and the official bonds of said clerk, city treasurer, and the general manager shall be filed with the mayor of said city.

Section 58. BOND OF CITY TREASURER. The city treasurer of the City of McMinnville, as custodian of the water and light funds of said city, shall give such bond in addition to the bond now required for the other funds of said city in his possession as the commission shall require.

Section 59. DUTIES OF CITY TREASURER. All of the water and light funds of said city shall be kept by the city treasurer separate and apart from the other funds of the city, the water fund to be kept as one fund, and the light fund as another fund. The Water and Light

Commission shall determine the manner in which withdrawals shall be made from the respective funds under its jurisdiction.

Section 60. BOND OF GENERAL MANAGER. The general manager shall give an official undertaking running for the benefit of the City of McMinnville, in such amount and form as shall be required by the Water and Light Commission, to the effect that the general manager will account for, pay over, and deliver all money and property belonging to the City of McMinnville, which may come into his possession. Such undertaking shall be executed by a surety company authorized to do a surety business in the State of Oregon and shall be filed with the mayor.

The premium on the official bonds of the general manager, the clerk of the Water and Light Commission, and the bond of the city treasurer given in connection with the water and light funds shall be paid from the funds under the jurisdiction of the Water and Light Commission.

Section 61. FLUORIDATION. The Water and Light Commission of the City of McMinnville, Oregon, is hereby authorized and directed to provide the means for and proceed with the addition of appropriate amounts of fluorides to the municipal water supply of the City of McMinnville, Oregon. The equipment to be used by the Water and Light Commission for the above purposed and the method of distribution of fluorides shall be at all times subject to the regulations of the Oregon State Board of Health.

Section 61A. PUBLIC HEARINGS. The Water and Light Commission shall not establish or change its rate for either the use or consumption of water or electrical energy without first advertising and holding a public hearing. (Res. No. 1978-47 §8(d)).

## Chapter XI

### MISCELLANEOUS PROVISIONS

Section 62. BOARDS AND COMMISSIONS. The Water and Light Commission is continued in existence in accordance with this charter. All other boards and commissions are continued in existence at the pleasure of the council. The name, membership, powers, and duties of such boards and commissions shall be provided by ordinance.

Section 63. FIRE DEPARTMENT. The McMinnville Fire Department, consisting of voluntary and/or paid firemen, is continued in existence. The appointment of the fire chief shall also be approved by the fire department. The organization of the fire department, the executive committee thereof, the powers, and the duties thereof shall be provided by ordinances.

Section 64. DEBT LIMIT. Except by consent of the voters, the city's voluntary floating indebtedness shall not exceed \$100,000.00 at any one time. For purposes of calculating the limitation, however, the legally authorized debt of the city shall not be considered. All city officials and employees who create or officially approve any indebtedness in excess of this limitation shall be jointly and severally liable for the excess.

Section 65. TORTS. The provisions of Sections 30.260 to 30.000 (inclusive), Oregon Revised Statutes, as amended, shall govern and apply in connection with all claims against the city for alleged torts.

Section 66. EXISTING ORDINANCES CONTINUED. All ordinances of the city consistent with this charter and in force when it takes effect shall remain in effect until amended or repealed.

Section 67. CONTINUATION OF RIGHT AND LIABILITIES. No right or liability of the city existing at the time this charter takes effect shall be impaired or discharged by the adoption and enactment of this charter, except as this charter otherwise provides.

Section 68. BONDED INDEBTEDNESS. All outstanding general obligation bonds of the city shall continue to be general obligations of the city, though not specifically mentioned herein, and the council shall each year, at the time of making the annual tax levy for city purposes, include in such levy sums sufficient to be used jointly with other revenues, to pay the interest due on such outstanding bonds and to retire the principal thereof at maturity.

Section 69. REPEAL OF PREVIOUSLY ENACTED PROVISIONS. All charter provisions of the city enacted prior to the time that this charter takes effect, except as herein otherwise provided; are hereby repealed.

Section 70. PROVISIONS OF PRIOR CHARTER RETAINED. The following provisions of prior charter are hereby retained:

(a) Authorizing Special Tax Levy for Firemen's Compensation. The council may by ordinances prescribe such compensation for the officers and members of the fire department as may be just and reasonable; and in order to create a fund with which to pay such officers and members of the fire department for their services, the council shall have power and authority at the time of making the annual tax levy for municipal purposes to specially and additionally levy annually such an amount necessary for this purpose, but not to exceed three mills on each and every dollar's assessed valuation of taxable property in said city. Such levy shall be in addition to and in excess of the constitutional six (6) per cent limitation upon the city's tax levy. Said fund when so created shall not be used for any other purpose than that for which the same is by this section



provided. (Adopted by the people at a general primary election May 21, 1948.)

(b) Authorizing Special Tax Levy for Fire Equipment. It shall be the duty of the council to appropriate from time to time such sums of money as may be necessary to keep the present apparatus of the fire department in perfect working order and to add thereto engines, hose, hose carriages, and other necessary apparatus whenever the same may be required. It may also at such time as conditions may require appropriate such sums of money as may be necessary to build and furnish engine houses for the accommodation of said equipment. In order to create a fund with which to purchase new fire equipment and maintain the same, the council shall have power municipal purposes to specially and additionally levy annually such an amount necessary for this purpose, but not to exceed one-half mill each and every dollar's assessed valuation of taxable property in said city. Such levy shall be in addition to and in excess of the constitutional six percent (6%) limitation upon the citizens' tax levy. Said fund when so created shall not be used for any other purpose than that for which the same is created by this section. (Adopted by the people at a general election, November 4, 1952)

(c) Authorizing Special Tax Levy for Park Betterment. The council shall have power and authority to levy annually upon all the assessed valuation of the taxable property of the city a special tax not exceeding two mills for park betterment purposes, and such levy shall be in addition to and in excess of the constitutional six (6) percent limitation upon the city's tax levy, all of which shall be paid over to the treasurer and by him transferred to an account kept by him to be designated as the Park Betterment Fund, and each year as the taxes are levied and collected under the provisions of this section, and all moneys collected for rent of the municipal park grounds or received from donations for other park betterment purposes to said Park Betterment Fund. (Adopted by the people at a general primary election May 21, 1948)

Section 71. TIME OF EFFECT OF CHARTER. This charter shall take effect January 1, 1971.

Section 72. AMENDMENTS. Amendments to the charter may be proposed and submitted to the legal voters and qualified electors of the city by resolution of the council, but such proposed amendment shall be filed with the recorder for submission not later than 20 days before the election at which the same is to be voted upon, and no charter amendment shall become effective until it is approved by a majority of the votes cast thereon by the legal voters of the city.

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## City of McMinnville 2016 Goals

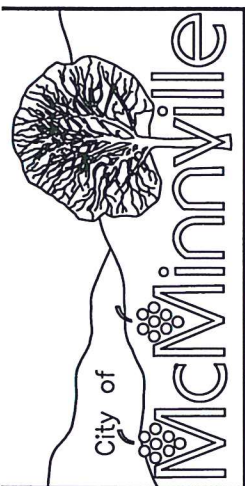
*Maintaining and Enhancing Our Quality of Life*  
*Communicating with Citizens*

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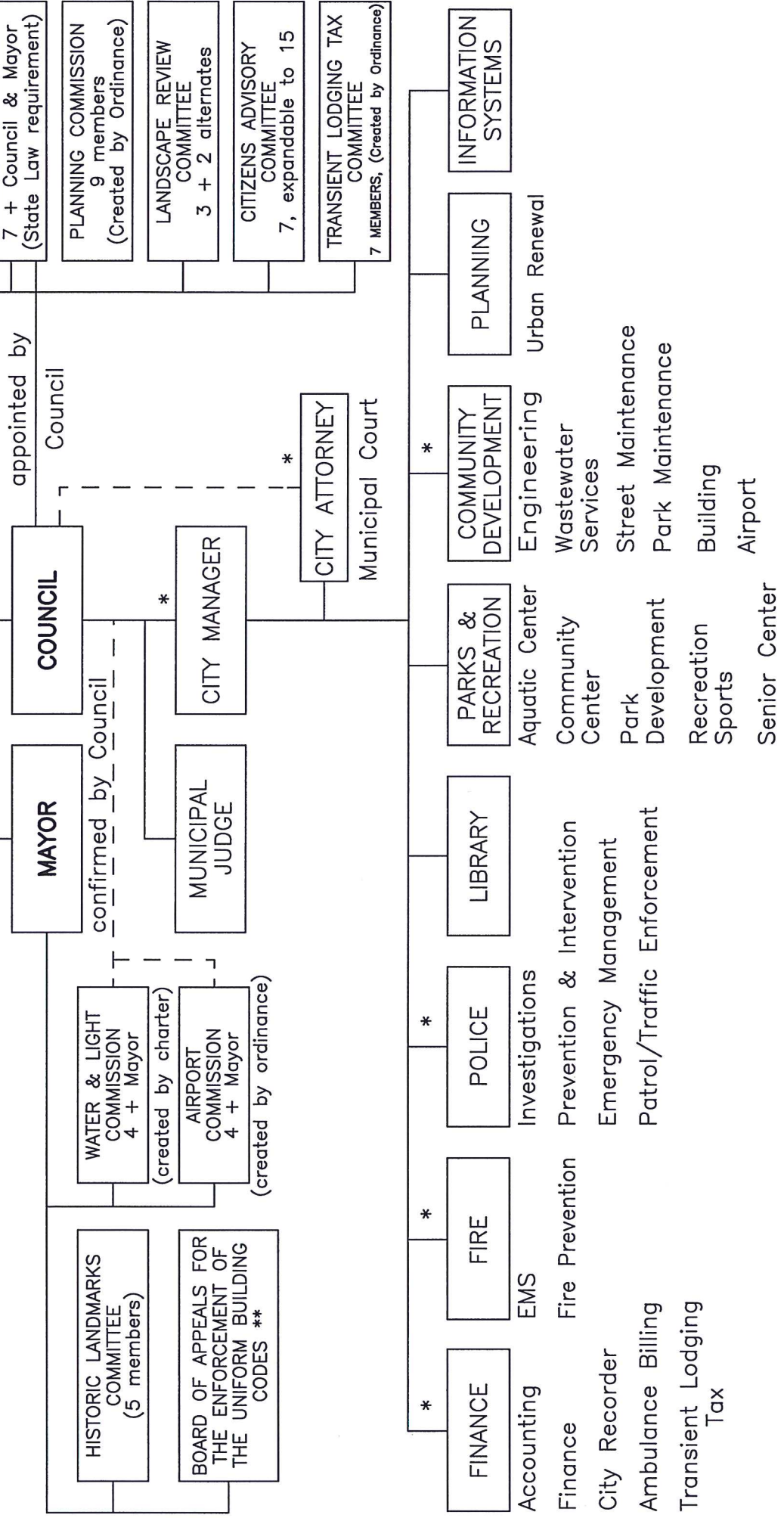
### Goals

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- Manage and plan to meet demand for service
- Communicate with citizens and key local partners
  - Plan and construct capital projects
  - Plan for and manage financial resources
  - Promote sustainable growth and development



# PEOPLE



\* Officers listed in Charter and appointed by Council upon recommendation by City Manager. Council serves as own Contract Review Board. Council serves as Library Board to meet any State Law requirements. Council serves as McMinnville Urban Renewal Agency Board.

\*\* Includes the BOARD OF APPEALS FOR THE ENFORCEMENT OF THE UNIFORM BUILDING CODE FOR THE ABATEMENT OF DANGEROUS BUILDINGS.

All committees, boards, and committees (unless otherwise noted) have been created by Council action.

# CITY OF McMINNVILLE

## 2015 GOALS AND OBJECTIVES

### Maintaining and Enhancing Our Quality of Life Communicating with Citizens

GOALS	OBJECTIVES	TARGET DATE
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	* Secure an FBO operator capable of onsite airport management and economic development planning	4 <sup>th</sup> Quarter
	* Establish a Destination Marketing Office	3 <sup>rd</sup> Quarter
COMMUNICATING WITH CITIZENS AND KEY LOCAL PARTNERS	* Gather information and understand the questions to ask and actions the City or partners can take to assist citizens who are experiencing homelessness	2 <sup>nd</sup> Quarter
	* Remain informed on YCOM strategic issues and provide policy input, as needed, on issues and options	Ongoing
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Support the administrative planning and implementation work of the Urban Renewal Advisory Committee (MURAC)	Ongoing
	* Plan and implement bond-funded transportation improvements	Ongoing
PLAN FOR AND MANAGE FINANCIAL RESOURCES	* Establish a comprehensive plan for IT capabilities and service delivery	3 <sup>rd</sup> Quarter
	* Prepare and adopt a fiscally prudent 2015 - 2016 City Budget	2 <sup>nd</sup> Quarter
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	* Understand the scope of available options (impactful solutions within the City's sphere of influence or control)	4 <sup>th</sup> Quarter
	* Continue to support the efforts of MEDP. Schedule periodic updates to keep informed as to current economic development issues and opportunities to advance each organization's economic development objectives	Ongoing

# CITY OF McMINNVILLE 2014 GOALS AND OBJECTIVES

## Maintaining and Enhancing Our Quality of Life Communicating with Citizens

GOALS	OBJECTIVES	TARGET DATE
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	* Clarify roles and expectations, and strengthen the City Council's relationship with the Airport Commission	2 <sup>nd</sup> Quarter
	* Look for opportunities to be strategic partners at the Airport as it relates to the abutting "Evergreen properties"	Ongoing
COMMUNICATING WITH CITIZENS AND KEY LOCAL PARTNERS	* Meet with Water & Light Commission to learn about long-range water planning and related initiatives	3 <sup>rd</sup> Quarter
	* Remain informed on YCOM strategic issues and provide policy input, as needed, on issues and options	Ongoing
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Place on the November 4, 2014 General Election ballot a proposed Transportation System Improvement Bond Issue	3 <sup>rd</sup> Quarter
	* Support the administrative planning and implementation work of the Urban Renewal Advisory Committee (MURAC)	Ongoing
	* Identify priorities for initial urban renewal projects and time implementation with results of first year's financial results and analysis	2 <sup>nd</sup> Quarter
	* Include key public utility partners in planning for transportation & urban renewal projects	2 <sup>nd</sup> Quarter
	* Complete design and begin construction of improvements to the Water Reclamation Facility (WRF)	3 <sup>rd</sup> Quarter
	* Complete construction of the Fairgrounds Basin Trunk Lining Project (sewer line rehabilitation)	3 <sup>rd</sup> Quarter
PLAN FOR AND MANAGE FINANCIAL RESOURCES	* Prepare & adopt a fiscally prudent 2014 - 15 City Budget	2 <sup>nd</sup> Quarter
	* Conduct a successful City Manager recruitment and selection process	3 <sup>rd</sup> Quarter
	* Finalize priorities for additional Information Technology staffing, including a full-time I.T. Manager	2 <sup>nd</sup> Quarter
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	* Appoint Transient Lodging Tax (TLT) Advisory Committee; approve a process for allocating TLT revenues for tourism promotion and facilities; award initial funding as appropriate	1 <sup>st</sup> / 2 <sup>nd</sup> Quarter
	* Review and adopt the updated Economic Opportunities Analysis to ensure adequate supplies of industrial and commercial lands	1 <sup>st</sup> Quarter
	* Continue to support the efforts of MEDP and schedule periodic updates in order to keep informed as to current economic development issues and opportunities to advance each organization's respective economic development objectives	Ongoing



# CITY OF McMINNVILLE 2013 GOALS AND OBJECTIVES

## Maintaining and Enhancing Our Quality of Life Communicating with Citizens

GOALS	OBJECTIVES	TARGET DATE
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	* Complete Urban Renewal Plan and make final decision on whether or not to create an Urban Renewal District	2 <sup>nd</sup> Quarter
	* Review alternative transportation system financing alternatives (implementation of the Master Transportation Plan) and establish date for approval of same	4 <sup>th</sup> Quarter
COMMUNICATING WITH CITIZENS AND KEY LOCAL PARTNERS	* Work with McMinnville Community Media (MCM) to begin broadcast of City Council Meetings	2 <sup>nd</sup> Quarter
	* Initiate an information & outreach program on City fiscal issues	3 <sup>rd</sup> Quarter
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Review Fixed Base Operator (FBO) building financing alternatives as recommended by the Airport Commission	3 <sup>rd</sup> Quarter
	* Complete preliminary engineering design for expansion of the Water Reclamation Facility	4 <sup>th</sup> Quarter
	* Successfully complete construction of the "Miller's Addition" infiltration & inflow reduction sewer project in NW McMinnville	3 <sup>rd</sup> Quarter
PLAN FOR AND MANAGE FINANCIAL RESOURCES	* Prepare & adopt a fiscally prudent 2013 – 14 City Budget	2 <sup>nd</sup> Quarter
	* Explore the options for long-term operating revenue to address forecasted General Fund budget shortfalls	3 <sup>rd</sup> Quarter
	* Elevate the information systems function, continuing to look for opportunities for leveraging technology for cost effectiveness	2 <sup>nd</sup> Quarter

**CITY OF McMinnville  
2013 GOALS AND OBJECTIVES**

**Maintaining and Enhancing Our Quality of Life  
Communicating with Citizens**

~ Page Two ~

<b>GOALS</b>	<b>OBJECTIVES</b>	<b>TARGET DATE</b>
<b>PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT</b>	<b>* Make a final decision on a proposed Transient Lodging Tax</b>	<b>2<sup>nd</sup> Quarter</b>
	<b>* Review and strengthen the McMinnville Economic Development Partnership (MEDP)</b>	<b>1<sup>st</sup> Quarter</b>
	<b>* Stay engaged in quality of life issues related to Riverbend Landfill, including educating ourselves. Inform Yamhill County Board of Commissioners of our interest in the issues.</b>	<b>Ongoing</b>

# CITY OF McMINNVILLE 2012 GOALS AND OBJECTIVES

## Maintaining and Enhancing Our Quality of Life Communicating with Citizens

GOALS	OBJECTIVES	TARGET DATE
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	* Review <u>Master Transportation Plan</u> to evaluate implementation options & determine priorities	3 <sup>rd</sup> Quarter
	* Review <u>Urban Renewal Feasibility Study</u> and decide on next steps	3 <sup>rd</sup> Quarter
	* Review and take action of the proposed <u>Northeast Gateway District Plan</u>	2 <sup>nd</sup> Quarter
_____		
COMMUNICATING WITH CITIZENS AND KEY LOCAL PARTNERS	* Continue efforts to communicate with citizens, including expanded use of public access TV	Ongoing
_____		
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Review Fixed Base Operator (FBO) building financing alternatives as recommended by the Airport Commission	3 <sup>rd</sup> Quarter
	* Successfully complete construction of Downtown Basin Infiltration & Inflow Reduction sewer improvement project	3 <sup>rd</sup> Quarter
_____		
PLAN FOR AND MANAGE FINANCIAL RESOURCES	* Prepare & adopt a fiscally prudent 2012 – 13 City Budget	2 <sup>nd</sup> Quarter
	* Continue to evaluate programs, services, and and facility operations for cost effectiveness; look for opportunities for leveraging technology for cost effectiveness	Ongoing
_____		

**CITY OF McMinnville  
2012 GOALS AND OBJECTIVES**

**Maintaining and Enhancing Our Quality of Life  
Communicating with Citizens  
~ Page Two ~**

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>TARGET DATE</u>
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	* Review the benchmarks, goals and objectives in the Sustainability Action Plan	2 <sup>nd</sup> Quarter

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# CITY OF McMINNVILLE

## 2011 GOALS AND OBJECTIVES

### Maintaining and Enhancing Our Quality of Life Communicating with Citizens

GOALS	OBJECTIVES	TARGET DATE
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	* Review and draft an updated Wastewater Financial Plan	2 <sup>nd</sup> Quarter
	* Finalize elements of Master Transportation Plan and begin development of an implementation plan	4 <sup>th</sup> Quarter
	* Implement plan for enhanced emergency medical services	2 <sup>nd</sup> Quarter
_____		
COMMUNICATING WITH CITIZENS AND KEY LOCAL PARTNERS	* Further engage and support economic development partners	Ongoing
	* Review and respond to the Community Attitude Survey results	4 <sup>th</sup> Quarter
_____		
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Support the Airport Commission and development of plans for airport improvements, including a new FBO building	Ongoing
	* Continue implementation of the Wastewater Master Plan	3 <sup>rd</sup> Quarter
_____		
PLAN FOR AND MANAGE FINANCIAL RESOURCES	* Assess technology tools and improvements to gain efficiencies and effectiveness; include the consideration of technology partnerships	3 <sup>rd</sup> Quarter
	* Prepare and adopt the 2011 – 2012 City Budget	2 <sup>nd</sup> Quarter
	* Develop and adopt financial policies to guide future Budget preparations and fund balance levels	4 <sup>th</sup> Quarter
_____		
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	* Integrate sustainability into policy-making and provision of City services	Ongoing
	* Explore tax increment financing as a means of financing downtown public infrastructure capital improvements	2 <sup>nd</sup> Quarter

**CITY OF McMINNVILLE  
2010 GOALS AND OBJECTIVES**

**Maintaining and Enhancing Our Quality of Life  
Communicating with Citizens**


<u>GOALS</u>	<u>OBJECTIVES</u>	<u>TARGET DATE</u>
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	* Review and finalize the updated Wastewater Treatment and Collection Plans, including adoption of new sewer user rate plans	2 <sup>nd</sup> Quarter
	* Complete review and adopt the updated Master Transportation Plan, and advance implementation effort	1 <sup>st</sup> Quarter
	* Review and select alternative ambulance service delivery models	3 <sup>rd</sup> Quarter
	* Complete the review of the City's Emergency Operations Plan and incorporate necessary changes and additions	2 <sup>nd</sup> Quarter
COMMUNICATING WITH CITIZENS AND KEY LOCAL PARTNERS	* Identify and complete Phase I revisions and upgrades to the City's website and identify future revisions and enhancements	4 <sup>th</sup> Quarter
	* Continue Community Choices' outreach efforts, including neighborhood meetings, the CityFaire, and an Annual Report	Ongoing
	* Elevate the discussion with the City's partners on regional economic development, including the members of the Downtown Master Plan Advisory Committee	Ongoing
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Analyze and review alternative means to construct a new Fixed Base Operators (FBO) building at the Airport	2 <sup>nd</sup> Quarter
PLAN FOR AND MANAGE FINANCIAL RESOURCES	* Develop a framework for reviewing and prioritizing long-term capital financing needs	2 <sup>nd</sup> Quarter
	* Prepare and adopt the 2010 – 2011 City Budget	2 <sup>nd</sup> Quarter
	* Assess technology solutions and options to support City services	2 <sup>nd</sup> Quarter

**2010 GOALS AND OBJECTIVES**

**Maintaining and Enhancing Our Quality of Life  
Communicating with Citizens**

~ Page Two ~

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>TARGET DATE</u>
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	* <b>Implement the Sustainability Action Plan</b>	<b>Ongoing</b>
	* <b>Integrate the values and objectives of the Sustainability Resolution into the Council's and staff's thinking, decision making, and culture</b>	<b>Ongoing</b>

  
Rick Olson, Mayor

Adopted by the McMinnville City Council  
At the Regular Meeting on February 9, 2010

**CITY OF McMinnville  
2009 GOALS AND OBJECTIVES**

**Maintaining and Enhancing Our Quality of Life  
Communicating with Citizens**

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>TARGET DATE</u>
MANAGE AND PLAN TO MEET DEMAND FOR CITY SERVICES	* Complete update of the Master Transportation Plan; communicate with citizens about the Plan	3 <sup>rd</sup> Quarter
	* Review and finalize the updated wastewater treatment and collection facilities plans, including a new rate plan	4 <sup>th</sup> Quarter
	* Complete the Fire Department self-assessment process	4 <sup>th</sup> Quarter
COMMUNICATING WITH CITIZENS	* Continue community outreach efforts, including neighborhood meetings and the CityFaire	2 <sup>nd</sup> & 3 <sup>rd</sup> Quarters
	* Review and enhance the City’s website to maximize and support citizen communication opportunities and capabilities	Ongoing
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Complete construction of the new Civic Hall and Civic Plaza; initiate use of the new facilities	2 <sup>nd</sup> Quarter
	* Develop a financial plan for construction of a new fixed base operations building (FBO) at the Airport	3 <sup>rd</sup> Quarter
PLAN FOR AND MANAGE FINANCIAL RESOURCES	* Aggressively pursue state and federal economic stimulus funding for City projects	1 <sup>st</sup> & 2 <sup>nd</sup> Quarters
	* Prepare and adopt the 2009 – 2010 City Budget	
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	* Provide for additional training for staff and elected officials on sustainability issues, programs, and decision-making models	2 <sup>nd</sup> & 3 <sup>rd</sup> Quarters
	* Review and approve the “action plan” developed by the Employee Sustainability Committee; begin implementation	2 <sup>nd</sup> Quarter
ONGOING / IN PROCESS	* Continue following up and evaluating the transition in leadership and related “on-boarding” of new persons	Ongoing



**CITY OF McMinnville  
2008 GOALS AND OBJECTIVES**

**Maintaining and Enhancing Our Quality of Life  
Communicating with Citizens**

<u>GOALS</u>	<u>OBJECTIVES</u>	<u>TARGET DATE</u>
PLAN AND MANAGE GROWTH	* Complete update of the Master Transportation Plan, incorporating a review of City street standards	3 <sup>rd</sup> Quarter
	* Review and adopt a sign ordinance	2 <sup>nd</sup> Quarter
	* Review and adopt new development standards for large scale commercial development and buildings	2 <sup>nd</sup> Quarter
	* Review of development code policy that: a) more closely ties residential development to the parks and open space criteria and goals of the Parks Master Plan and b) puts more responsibility for provision of parks and open space on developers	3 <sup>rd</sup> Quarter
COMMUNICATING WITH CITIZENS	* Continue a formal program of outreach to citizens, including neighborhood meetings, an Annual Report, and other opportunities	1 <sup>st</sup> & 3 <sup>rd</sup> Quarter
	* 2008 fall neighborhood meetings to feature current issues, including: Fire Department response standards; meeting demands for services and funding same	4 <sup>th</sup> Quarter
PLAN AND CONSTRUCT CAPITAL PROJECTS	* Complete construction of the new Police Department and move from current building	2 <sup>nd</sup> Quarter
	* Complete final design of "Civic Hall" building (Council Chambers / Courtroom building) and begin construction	1 <sup>st</sup> and 2 <sup>nd</sup> Quarter
	* Begin construction of Phase I of taxiway and runway improvements at the Municipal Airport	2 <sup>nd</sup> Quarter
	* Finalize a plan for constructing a new Fixed Base Operator (FBO) building at the airport	2 <sup>nd</sup> Quarter

GOALS	OBJECTIVES	TARGET DATE
PLAN FOR AND MANAGE CITY RESOURCES INCLUDING FINANCIAL	* <b>Conduct elections for open Mayor and City Council positions; fill key leadership and management positions, and prepare for these transitions</b>	<b>All Quarters</b>
	* <b>Complete next elements of the new ERP / Financial system</b>	<b>4<sup>th</sup> Quarter</b>
	* <b>Add additional resource to the human resource function, exploring the feasibility of partnership with Water &amp; Light</b>	<b>2<sup>nd</sup> Quarter</b>
	* <b>Complete the update of the Sanitary Sewer Collection &amp; Treatment Master Plan and review the plan and funding strategies</b>	
	* <b>Begin review of Parks &amp; Recreation Master Plan</b>	
PROMOTE SUSTAINABLE GROWTH AND DEVELOPMENT	* <b>Become a member of ICLEI – Local Governments for Sustainability to provide resources for organizational and community-wide education in sustainability issues and programs</b>	<b>2<sup>nd</sup> Quarter</b>
	* <b>Work cooperatively with Cool Mac to develop educational program and conduct a sustainability audit of one City department</b>	<b>2<sup>nd</sup> &amp; 3<sup>rd</sup> Quarter</b>
ONGOING IN PROCESS	* <b>Prepare and adopt the 2008 – 2009 City Budget</b>	<b>2<sup>nd</sup> Quarter</b>
	* <b>Participate in Yamhill County’s rail feasibility study</b>	<b>1<sup>st</sup> &amp; 2<sup>nd</sup> Quarter</b>
	* <b>Continue support of the McMinnville Economic Development Partnership</b>	<b>Ongoing</b>



**City Council Goals and Objectives -  
Worksession**

**Meeting Date:** 02/03/2017

**Subject:**

**From:** Melissa Grace, City Recorder / Legal  
Assistant

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**Information**

**AGENDA ITEM:**

REVIEW STAFF'S PROPOSED APPROACH FROM 2016

**BACKGROUND:**

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**Attachments**

Leadership Themes and Retreat Agenda  
Leadership Team Retreat Notes  
Council Goal Setting Notes  
City Council Retreat Meeting Notes

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# MEMO

DT: January 19, 2016

TO: City of McMinnville Leadership Team Members

Sent via email to <list>

FR: Sue Dicile

Via email from [sue@suediciplegroup.com](mailto:sue@suediciplegroup.com)

**RE: Interview Themes & Retreat Agenda**

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Thank you for taking the time to speak with me in advance of the Leadership Team retreat on Friday, January 22<sup>nd</sup>. This memo outlines the primary themes stemming from those conversations. I arrive at “themes” by aggregating your responses to each of my questions; so a theme is really the common denominator response of the group. Themes are in the **bold** typeface in the memo below. Where there are significantly varying individual responses or detail that adds information and context those points are under each theme. Items in *italic/quotes* are direct quotes from the interviews.

All Leadership Team members except Martha took part in these interviews. I of course spoke with her too but that conversation is not included in the themes summary.

An agenda is attached, and I hope you will see your thoughts about and aspirations for the upcoming retreat represented there.

## THE THEMES

### 1. A Lot Happened in 2015.

**There were many accomplishments.** Highlights included:

- A new City Manager and City Attorney were hired. The City Manager assimilated quickly into the City organization and the city-at-large. The City Attorney just arrived this month.
- Capital projects are moving forward and are *“keeping everyone busy.”*
- Affordable housing and homelessness emerged as a key focus.
- Decisions were made on marijuana issues, backed up by *“excellent information on land use”*.
- The Leadership Team continued working well together, regarding each other with respect, openness and collegiality.
- Community outreach has been strengthened via establishment of deeper relationships within Latino community organizations and community involvement on parks. Specific initiatives included Coffee with a Cop, the Park Rangers program and collateral efforts between Parks, the Police Department and the Downtown McMinnville Association.

**Also along the way there were some struggles.**

- Capacity is stretched by, and placing limits on, the pace of the city's aggressive agenda.
- There have been some bumps in the transition to a new City Manager.
- There is uncertainty about expectations for communication and coordination among Leadership Team members and with the City Manager.
- Fresh off the successes of the Transportation Bond Measure and the URD initiation there is a tendency to forget to celebrate the *“everyday hum of good people making the city work”*.

**2. For Council's 2016 Goal-Setting agenda the primary issue Leadership Team members hope to "get on Council's wall" is capacity.**

- There is concern that departments are at "capacity status" now. Collateral with the concern about capacity, concern was expressed about how goals are "weighed" – how proportionality is considered among all city goals, and how variables, risks, benefits and capacity are figured in.
- Other topics that were mentioned multiple times in the interviews included:
  - Long-range capital planning.
  - Homelessness and its many impacts - on the homeless themselves, but also on other citizens, visitors, and on the capacity of city staff, i.e. Parks, Library, and Police, who serve them.
  - Growth, particularly in light of boundary expansion and the bypass.
  - Economic development, and support for MEDP.
  - New ways to dialogue with citizens that will engage a new digitally-oriented generation and that is respectful to those who take the time to come and speak directly at Council meetings.
  - Leadership succession – for both Staff and Council.
  - FTE requirements for new IT systems, both in IT and the other departments.

**3. McMinnville's primary strength is its community-minded citizenry.** Leadership Team members cited McMinnville's "outstanding" volunteers", "highly engaged" individuals and organizations and the "culture of civility" among citizens and on City Council.

**4. The City's planning and decision-making processes may be its primary vulnerabilities.** Leadership Team members expressed uneasiness about the degree to which these processes are sufficiently strategic, give consideration to the longer term, and balance aspirational zeal with objectivity and analysis.

**5. Much has gone well in this first year under the leadership of a new City Manager but work remains to be done.** Team members noted that the new City Manager is a strong leader who is active, engaged and has a sense of urgency about moving forward. Some key relational aspects of the manager-team dynamic bear working on in 2016. These include:

- Establishing one-on-one communication with individual Team members so that expectations are clear.
- Calibration of management style and philosophy so there is a balance of autonomy-to-centralization and of action-to-consultation that supports and builds on the City's culture of collaboration.

**6. Mutual respect, cooperation and collegiality among Leadership Team members remain high but there is little interaction outside of weekly business meetings.** Team members want to know more about what each are thinking and to establish more lateral partnerships; but all are "very busy doing our own thing" and are without a platform for exploring the potential for collaborative efforts.

**7. Three desired outcomes of the Leadership Team retreat were cited by team members.**

- To learn more about what team members are thinking and the challenges each face.
- To develop greater confidence and trust that issues can be discussed candidly and respectfully.
- To be on the same page – as a group – on challenges and constraints facing the city over the next five years.

**8. Three potential barriers were cited to the desired outcomes.**

- Different tenures among Leadership Team members may equate to different interests and levels of understanding.
- Lack of a real mechanism for a common approach to the resource needs of all departments.
- The desired degree of trust and confidence has not yet been established.

**9. At Council Goal-Setting, about half the team wants presentations at the session and half do not in favor of pre-session packet information. About half want to focus on departmental priorities and half want to focus on priorities agreed-upon by the team.**

- Those who remember when there was a two hour agenda item for staff presentations agree that format *“did not work”*. All agree that if there are presentations they should be very brief.
- All agree on the principle “no lobbying”.
- All agree that challenges should be framed in a multi-year context.

At the retreat we’ll have to decide on a format, using the bullet-points above as design principles.

**10. Most of the Leadership Team sees getting to know Council better and understanding their broad goals and aspirations for the upcoming year as the most important aspect of their participation in Council’s Goal-Setting Session.** Some just hope that team members can resist the pull of lobbying, especially under the pressure of Council’s questions.

Some refinements suggested included:

- Helping Council to factor in complexities like capacity, uncertainty and timing.
- Taking more than a *“checked boxes”* look at 2015 accomplishments and instead asking if the city really moved toward a longer term vision.
- Making sure that the incremental steps taken over time and the *“operational hum”* that keeps the city running on a day-to-day basis are acknowledged along with the splashy achievements.

...After consideration of all of your input, I drafted the retreat agenda that is attached on the following page. Please feel free to contact me if I missed something important so that I can make agenda amendments in advance.

As always, I am looking forward to seeing you on Friday.

# AGENDA

CITY OF McMINNVILLE: LEADERSHIP TEAM RETREAT  
Red Ridge Farms, 5510 NE Breyman Orchards Rd. Dayton, OR 97114  
January 22<sup>nd</sup> 2016, 9:30 – 5:00

## Session Purpose

- To refine the “team” in Leadership Team
- To touch base with team purpose and values
- To take a five year look at the City’s strategic needs and identify a Year One suite to recommend to Council for 2016 Goal-Setting
- To plan the format for staff participation at Goal-Setting

## Discussion Items

- 9:30 Session Opening**
- Agenda & Meeting Agreements Overview
  - Opening Remarks
- 9:50 Leadership Team**
- Debrief themes from Staff Interviews
  - Discussion: What do we mean when we say Leadership TEAM?
    - *In what way do/can/should department heads – together - fit the definition of a team?*
    - *What is the degree of interdependency and autonomy, and of action-to-consultation that best fits that definition?*
    - *How can we true up our individual leadership styles and functional requirements?*
    - *What Working Agreements should guide our interactions with each other?*
- 11:15 True North**
- *What’s “true north” for staff leaders?*
    - *What is our shared mission?*
    - *What are the primary values that keep “true north” in our sights?*
- Noon Lunch**
- 1:00** <Follow-up from AM session if needed>
- 1:30 Strategic Challenges on the Horizon for Goal-Setting**
- Compare and contrast Council and Leadership Team radar screens.
  - Outline current and anticipated needs/”asks” over the course of the next five years.
  - Outline a suite of needs/asks to queue up as a Team for the Goal-Setting session.
  - Other issues to queue up for Council?
- 3:45 The Goal-Setting Format**
- Format for Staff/Council interaction at Goal-Setting
    - Guiding principles for staff participation.
    - Information to queue up for Council.
    - Time frame, advance prep, level of detail, participation protocols.
    - Framing and point-of-view of recommendations/asks.
- 4:30 Follow-Up Items**
- Closing Thoughts**
- 5:00 Session Closing**

Breaks as needed

City of McMinnville  
Leadership Team Retreat  
January 22, 2016

## Session Purpose:

- To refine the “team” in Leadership Team
- To touch base with team purpose and values
- To take a five year look at the City’s strategic needs and identify a Year One suite to recommend to council for 2016 Goal-Setting
- To plan the format for staff participation at Goal-Setting

**In attendance:** Marcia Baragary, Finance; Jenny Berg, Library; Mike Bisset, Community Development / Engineering; Scott Burke, Information Services; David Koch, City Attorney; Rich Leipfert, Fire; Rose Lorenzen, City Administrator / HR Analyst; Martha Meeker, City Manager; Doug Montgomery, Planning; Jay Pearson, Parks & Recreation; Matt Scales, Police.

**Others in attendance:** Sure Dicile, meeting facilitator

## DISCUSSION ON BEING A LEADERSHIP TEAM

### Aspirations for the Team

*The meeting opened with a round-robin on members’ aspirations for the Leadership Team at City of McMinnville. Below, individual responses are grouped by theme:*

- **Strengthened collaboration:** more frequent, reflexive and “faster”
- **Supporting a changing community:** through different means of communicating so we know and understand community needs, while fostering “a responsibility to recognize legacy”.
- **Listening and learning about the challenges each face and the future each see** as a means of building **interdependence**
- **Building trust** so we can help each other and to avoid being in competition .
- **“Making a great city even better.”**

### Heading into Goal-Setting: Status of the Leadership Team–Council Relationship

*Team Members requested the City Manager’s help in regaining the balance of Staff-Council relationship and roles.*

- Council has become more engaged at a tactical level, yet in their discussions there is a body of expertise that is not being tapped. There are tables staff was formerly a part of that they are no longer invited to. *Desired outcomes were identified:*
  - More information exchange between Council and Staff.
  - Make sure expert staff is in on discussions in which they will have a major role to play.
  - Recover the interactive approach whereby Council is informed by staff feedback and then gives staff feedback.
- Team members raised the issue of succession at Council level, and wondered whether candidates were ‘in the pipeline’ in the event current Council members elect not to run again.



## **A TEAM APPROACH TO DEPARTMENT CHALLENGES**

*Each team member gave a thumbnail overview of the challenges they face. The following strategies for helping each other and functioning more as a citywide team were proposed:*

- Be more in the loop on each other's challenges and ideas. We could create this through:
  - A regular staff meeting agenda item.
  - Agreement that it is okay to bring problems and challenges to the group, to serve as a sounding board for each other.
  - Thinking outside our own silos and bringing others in as a resource to help think through and solve problems.
- Help is needed with some of the processes team members have in common, e.g. Contracting and H.R. We should identify these common struggle points as they come up so that needs are known.
- Establish agreement and protocols for how we approach big decisions. *Principles of the protocol were outlined:*
  - Share big decisions with the team prior to taking them to Council.
  - Take a longer-range perspective.
  - As a team give information to Council on needs.

## **"TRUE NORTH"**

*Team members discussed their shared mission and values as the city's expert-leaders.*

### **Values**

- Quality
  - ⇒ Insuring a quality, well-trained workforce to support the city's mission.
  - ⇒ Providing quality services and citizen interaction.
  - ⇒ Extending ourselves – going the extra distance.
- A Culture of Civility
  - ⇒ Continuing the legacy of civility that is part of McMinnville's "sense of place".
- Mutual Support and Trust
  - ⇒ Prioritizing what is best for the city and city government as a whole.
  - ⇒ It is incumbent upon each of us to understand each other's needs, and to consider the needs of our own functional areas in light of overall city needs and funds available.
- Openness & Honesty
  - ⇒ Open and honest two-way communication between/with our employees, our policymakers, our citizens, and each other.
- Accountability
  - ⇒ Celebrating successes and acknowledging shortcomings.
  - ⇒ Admitting when we are wrong and having the courage to change.
  - ⇒ Doing the right thing for the right reason.

## Leadership Team Mission

*The following statement is a combination of thoughts on a Leadership Team mission. Note this was drafted but not formally adopted at this meeting.*

We are working in a city with great heart and a longstanding culture of respect, honesty, civility, integrity and teamwork. We strive for excellence in service. We do the best we can with what we have.

## STRATEGIC CHALLENGES AND GOAL-SETTING

*A comparison of Council and Staff considerations and priorities for goal-setting was distributed in advance of the session. When debriefing that document the following key points were noted:*

- **Capacity:** There seems to be a disconnect between Council and Staff on the definition of “capacity.” Council views capacity as a measure of whether new endeavors can or cannot be accommodated. Staff looks at capacity as a measure of whether the basic work of the city – the “operational hum’ – is sufficiently accommodated.
  - The varying perspectives on the City’s response to homelessness are a good example. Council tends to focus on potential costs of and capacity for taking on homelessness as a city initiative, while Staff tends to focus on capacity of the City’s existing services such as Parks, Library, Police, and Fire/EMR that are already serving the homeless population as a part of their day-to-day “operational hum”.
  - While both Staff and Council view capacity as a challenge, there is no clear assessment of the risk posed by the current capacity status.
- **Public Engagement:** Council seems uneasy about the lack of public attendance at Council meetings, viewing it as a lack of engagement; whereas it is most likely a show of general satisfaction with the status quo. Other metrics, such as number of volunteers, are likely to be better indicators.
- **Goal-setting** tends to focus on new initiatives, while from Staff perspective there is a need to focus on General Fund services planning based on service levels determined by Council.
  - Needs such as parks maintenance do not have the same degree of traction as new initiatives in the goal-setting process.
  - A more flexible budget process would provide a better platform for both Council and Staff to strategically weigh needs.
  - Planning should be more proactive and provide a means of articulating the service levels expected by Council. This would enable master service levels to be set for each department.

## STAFF RECOMMENDATIONS

*The table on the following page was established as a “single voice” recommendation from the Leadership Team. The City Manager proposed condensing the recommendation around three summary topics: Capacity; Service Levels; and Long-Term Planning. T*

*The table was previously submitted, in advance of Council’s Goal-Setting session.*

City-Wide Five Year Overview

1/22/2016

Department	2016-17	2017-18	2018-19	2019-2020	2020-21
City Attorney	<ul style="list-style-type: none"> <li>• Learning &amp; Analysis</li> <li>• Capacity-to-Service Evaluation</li> <li>• Municipal Court Analysis</li> </ul>				
Fire & Ambulance	<ul style="list-style-type: none"> <li>• Engineering for Remodel</li> <li>• Capital Improvement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Remodel</li> </ul>			
Library	<ul style="list-style-type: none"> <li>• Capital Improvement Plan</li> <li>• Regain Hours Lost 08-09 \$</li> </ul>	<ul style="list-style-type: none"> <li>• Professional Service Design for Current (begins in prior year) \$</li> <li>• R.F.I.D.</li> </ul>		<ul style="list-style-type: none"> <li>• Capital Improvements Done</li> </ul>	
City Manager	<ul style="list-style-type: none"> <li>• Return of the Training Policy</li> </ul>				
I.T.	<ul style="list-style-type: none"> <li>• I.T. Analysis</li> <li>• Finish Website</li> <li>• Phone System Review/ (Replace?)</li> </ul>	<ul style="list-style-type: none"> <li>• Back-Up System Replacement</li> </ul>		<ul style="list-style-type: none"> <li>• Added Disc Storage</li> </ul>	
Police	<ul style="list-style-type: none"> <li>• Compressor Replacement</li> </ul>	<ul style="list-style-type: none"> <li>• Add-Back Sworn Officer</li> <li>• Traffic Officer?</li> </ul>		<ul style="list-style-type: none"> <li>• Body Cams?</li> <li>• RMS Switch?</li> </ul>	
Community Development	<ul style="list-style-type: none"> <li>• Add 1.5 FTE for Parks \$</li> <li>• Old FBO Building Removed</li> <li>• Business Development at Airport \$</li> </ul>	<ul style="list-style-type: none"> <li>• Facilities Maintenance</li> </ul>			<ul style="list-style-type: none"> <li>• Storm Drainage System</li> </ul>
Finance	<ul style="list-style-type: none"> <li>• Investigate Technical Services Accounting Staff</li> </ul>				
Parks	<ul style="list-style-type: none"> <li>• Open Spaces Master Plan</li> <li>• Aquatic Center Roof \$</li> </ul>	<ul style="list-style-type: none"> <li>• Start on New Parks Master Plan by Determining Community Wants &amp; Needs</li> </ul>			<ul style="list-style-type: none"> <li>• Bond Retires</li> </ul>
Planning	<ul style="list-style-type: none"> <li>• Activate Planning \$</li> </ul>	<ul style="list-style-type: none"> <li>• Plan FTE</li> </ul>		<ul style="list-style-type: none"> <li>• Downtown Streetscape</li> <li>• Replace FTE</li> </ul>	<ul style="list-style-type: none"> <li>• UR Program as Stand-Alone (may be further out)</li> </ul>
Human Resources	<ul style="list-style-type: none"> <li>• Add 1 FTE \$</li> </ul>	<ul style="list-style-type: none"> <li>• Web-Based Recruitment</li> </ul>			
All	<ul style="list-style-type: none"> <li>• Community Services Survey Update \$</li> <li>• Policy Discussion on Service Levels</li> <li>• Facilities Assessment \$</li> <li>• Plan for Centralized Facilities Management (if "Go" then add 1 FTE)</li> </ul>				

\$ = new funding required

# DRAFT SESSION NOTES

## City of McMinnville 2016 Goal-Setting & Team-Building

### Council Goal-Setting

January 30, 2016

City Firehouse

Council Members in Attendance: Mayor Rick Olson; Council Members Remy Drabkin, Scott Hill; Kevin Jeffries, Kellie Menke; Alan Ruden.

City Staff in Attendance: Finance Director Marcia Baragary; Library Director Jenny Berg; Community Development Director Mike Bisset; City Attorney David Koch; Fire Chief Rich Leipfert; Planning Director Doug Montgomery; Police Chief Matt Scales; Parks and Recreation Director Jay Pearson; City Manager Martha Meeker.

Facilitator: Sue Dicile.

#### PRESENTATION & DISCUSSION HIGHLIGHTS

##### GOAL-SETTING

*City Manager Martha Meeker provided the review. Highlights of her remarks are outlined below.*

- Landfill / Riverbend including transfer station and recycling: Ongoing but will not move forward without direction. The City will not engage in the conversation until there is a proposal from Ecology.
- Jobs: There may be enterprise zones or other mechanisms.
- Ycom: This is done. Remaining issues may include fee structure; however relationship and radio issues are solved.
- Deferred Maintenance: Need a plan for deferred maintenance. There is a capacity issue that isn't new but so much has been brought on line it is at a critical point and may be affecting morale.

There was discussion on this point.

- Councilor Jeffries proposed a fiscal policy set at 25% (currently set at 37%) – “spending down to increase capacity.”
  - Councilor Menke notes that PERS costs coming down the line is the purpose for the additional.
  - The Mayor noted that resources are at a point where there may need to be prioritization, including of service levels.
  - Community Development Director Mike Bisset noted that the philosophy has been “Do the best with what you have.” He acknowledged that constraints would continue and in fact have always been constrained but that “the sky is not falling.” He suggested that if Council continues its focus on quality of life there will be increased economic development.
  - City Manager Martha Meeker stated that the City has to determine priorities for core services, and then decide what to add from there.
  - Councilor Jefferies stated he is concerned about morale and is interested in hearing a proposal from staff.
- Role of Council: *The City Manager spoke to her recommendation that Council confine its goal-setting to high level aspirational goals.*

## VISIONING

*All session participants took part in a round-robin visioning exercise. The results of the exercise are attached as an addendum to these notes.*

## 2016 GOALS

*The City Manager presented her recommendation for 2016 Goals. A suite of recommendations developed by City staff at their retreat on January 22<sup>nd</sup> was not presented. For information on the staff recommendations please see the notes from January 22 Leadership Team meeting, submitted separately.*

Discussion:

- City Manager Martha Meeker noted a list of issues including a remodel due to mold, Firehouse maintenance and a marketing plan for economic development at the airport that are likely to total \$500,000; and that added capacity is needed in the Police Department. However she stated she hoped to be able to buy back service reductions in the future.
- The Mayor referenced the need for something like the Power & Light Plan, a long term capital plan to be developed by staff for Council consideration.
- Re the Citizen Survey, the Mayor noted that Council relies on it to gauge a range of things; and that the City needs to rely more on its Community Choices program as it gives elected officials direct access to the broader public and their priorities.
- Fire Chief Rich Leipfert noted that the ambulance covers on fire too and that West Valley has offered to assist during high call volume, and Newburg has also offered back-up. Funding for Ambi-Car came in part from the vacant Assistant Chief position and partly from an assist from Sheridan. He emphasized that the current arrangement is not a decrement to public safety now.
- Discussing IT, Council noted that the website could be “better” and hopefully will offer electronic bill pay in 2017.
- With regard to the City Manager’s proposed goals for 2016 Councilor Drabkin suggested that the goals and activities in Slide Five be restructured for clarity. Planning Director Dough Montgomery noted that new areas for housing and specifically affordable housing were not identified anywhere on the Slide 5 representation of 2016 goals, and asked for clarification as to whether that was intentional for 2016. He noted that affordable housing requires long range planning. He also noted that significant UGB milestones are three years away, and that the City should look at transfer stations and affordable housing opportunities in the meantime, “looking internally for opportunities first.”

*Subsequent to the above discussion Martha Meeker presented her proposed “Council-Level Objectives, noting that these are at an appropriately high level for policymakers. Revisions to the goals and times that were suggested and adopted are outlined below.*

Topic	2016 - 2017	2017 – 2018
City Services	Conduct citizen survey Review: Police & Library	Park Master Plan
Communicating with Citizens / Partners	Support the Committee on Affordable Housing	
Capital Projects	Execute the TP Construct the Alpine Extension Develop Infrastructure and Capital Plan including Firehouse Remodel	
Financial Resources	Develop and support partnerships	
Develop and Support Partnerships for Sustainable Growth and Development	Seek added job opportunities? Increase shovel-ready land.	Economic development supported by City infrastructure.

*Council requested an opportunity to have a more open-ended discussion of goals. The City Manager requested that they confine the discussion to broad priorities, not goals that address a long term. The following priorities were then identified for the 2017 – 2021 timeframe:*

- ➔ Public safety: establish a broader area reach.
- ➔ Economic Development: Develop and begin deployment of a plan for Hwy 18.
- ➔ Neighborhoods: Develop and begin deployment of a plan for Walkable Neighborhoods.
- ➔ Sustainability: Develop and begin deployment of a Solid Waste Plan.
- ➔ Facilities: Develop and begin deployment of a Facilities Management Plan.
- ➔ Community: Continue to bridge communities and promote diversity

## VISION 2025

Council and staff participated in shaping a vision. The more ★s, the more frequently the aspirational statement was cited by participants.

### DOWNTOWN

★★★Downtown is vibrant with a unique sense of place. It is well planned, and connected to a vibrant redeveloped-area gateway. It is a gathering place that has a sense of fun, energy and celebration. Safety is a hallmark – people have a sense of security. Historic values are maintained. It is a picture-perfect “Mayberry”.

★★★Downtown is pedestrian friendly: sidewalks are safe, traffic flow is peaceful, all thruways are clean.

★★Amenities include an art center, green spaces, library kiosks

★Infrastructure amenities include and expanded downtown area, managed parking, safe buildings that have met safety requirements, nice public restrooms, and underground utilities.

★Sustainability is a core value.

#### Missing pieces

- Historical preservation initiatives.
- Connection to Alpine St.
- Completion of transportation bond projects.
- DMO
- Investment

### NEIGHBORHOODS

★★★Offer a sense of community

★★★Parks are adjacent or close.

★★★There is affordable housing, and a mix of housing styles, with green-spaces.

★★Neighborhoods are more dense, are integrated.

Neighborhoods are:

- ★Safe
- ★Connected
- ★”Livable”
- ★Clean
- ★Close to where people work
- ★Are inhabited by people who have pride in the neighborhood.

#### Missing pieces:

- Progress on neighborhoods has been slowed. Renewed progress would take new resources.
- Zoning amendments. (There could be expansion onto existing commercial areas.)
- Awareness of timing of opportunities.
- Long range planning.
- Sync-up with Parks bond maturity

### BUSINESS, JOBS & ECONOMIC DEVELOPMENT

★★★Diverse, living wage jobs: “Kids” return for jobs and livability.

★★★The airport on S18 is a center, and internationally-linked.

- ★★ A variety/mix of commercial, industrial and technology enterprises.
- ★★ Craft businesses and the creative economy flourishes.
- ★★ Retail is robust and utilized/enjoyed by tourists and residents.
- ★★ A “business-friendly” culture.
- ★★ Jobs skills training and internships are available to support a resident workforce.
- ★★ There are start-up opportunities and resources, including a small business center and financing opportunities
- ★ “7-day” tourism.
- ★ Managed growth
- ★ Superior medical support

Moving forward, but:

- The airport has limitations.

Mission pieces:

- Specific focus on S18
- Public safety

**RECREATION & CULTURE**

- ★★★ Diverse recreation opportunities: wine & dine, city & country, hike & bike, indoor & outdoor
- ★★ Local flavor to events and food.
- ★ Ethnic restaurants
- ★ Year-round events
- ★ Dog parks
- ★ Purposing existing buildings to include public art.
- ★ An active historical advisory committee.

Moving Now:

- “Visit McMinnville”

Missing pieces:

- Convention center
- Inclusion In the Master Plan Update
- Community input

**INFRASTRUCTURE**

- ★★★ Public transportation is affordable and available day and night
- ★★★ Efficient systems for bike, ped, car and freight
- ★★★ Airport and HWY 18 development
- ★★ Public parking
- ★★ Private transportation options e.g. Uber, charging stations



- ★Bypass complete
- ★Roads safe and well-planned
- ★Infrastructure is commensurate with growth
- ★Infrastructure development is conducted in a way that doesn't overly inconvenience in the public. Is built "unnoticed"
- ★Attractive transportation for winery tours – frequent and safe
- ★Senior pathways and walkways
- ★Roundabouts as feasible.

Moving now:

- MTP
- Tracking of fed and state partnership

Missing pieces/barriers:

- County partnership
- Resources constraints – state and local
- No way to update storm drainage

Can be addressed by:

- Ordinances/zoning?
- Focus on how we handle this
- New perspective at county – opportunity
- Maintain W&L relationship
- Begin thinking about stormwater and wastewater improvements.

## CITY GOVERNMENT

★★★Delivers and adds value: builds partnerships (public, private, NPOs), is a strong participant, is open, accountable, collaborative and responsive to citizen concerns. Citizens perceive value in city government stewardship.

★★★Gathers data on citizen needs and wants – actively and all the time.

- ★★ Insuring excellence – of staff and service delivery
- ★★Use of volunteers and an engaged community
- ★★Proaction and planning
- ★★Having, keeping and incentivizing a vision
- ★Managed growth of government and the tax burden
- ★Reflecting the diversity of the community
- ★Sustainable practices
- ★Always seeking leaders
- ★Respectful interaction, with each other and with citizens
- ★High staff morale

Moving now:

- Diverse staff
- Relationships with diverse organizations

Missing pieces:

- Inviting and recruiting for diversity

## PEOPLE

- ★★★Passionate about the city – proud to be here
- ★★Working locally
- ★★Diversity – of age, ethnicity/race, income
- ★Housed

- ★Well-informed
- ★Interconnected
- ★Thriving families
- ★”Heard” – as citizens
- ★High percentage graduating high school, going on to continuing education

#### **ASPIRATIONS: WHAT WE HOPE TO BE PROUD TO HAVE ACCOMPLISHED COME 2025**

- ★★★Maintained values amid change
- ★★★People love being here. Mac is warm and livable. A model – nationally recognized
- ★★Leadership vision
- ★Zero waste
- ★Public trust
- ★Sense of community and citywide collaboration
- ★Built on legacy
- ★Striving for the best
- ★Retained small town feel

#### **GUIDING VALUES**

- ★★★Respect, courtesy, civility – with the community, each other, in civic dialog and discourse
- ★★ Community Involvement and participation
- ★★Pride in our work and our city
- ★★Passion for livability
- ★★ Diversity of race/ethnicity and culture
  - ★Authenticity
  - ★Inclusiveness
  - ★Partnership
  - ★Progressiveness
  - ★Optimism

# MEETING NOTES

**CITY OF McMINNVILLE**  
**City Council Retreat**  
March 2, 2016  
8:45 – 3:45

draft

## Meeting Objectives

- Review of Oregon laws pertaining to public meetings, elected officials political activity, and ethics
- Charter and mission review
- Council Working Agreements
- Process for C.M. evaluation

The public segment of the retreat convened at 8:30

## **Review of Laws pertaining to Public Meetings, Political Activity and Ethics.**

City Attorney David Koch presented Oregon League of Cities videos on each of these topics and provided additional information and answers to questions.

In response to questions David Koch noted that:

- For executive session to be entered into in the middle of a regular session the ORS that covers the topic to be discussed must be included in the notice.
- Minutes must be kept of executive session. These can be kept as audio, video, digital recording or handwritten notes. Minutes of executive session are exempt from disclosure.
- Topics in executive session can only include the topic noticed. The potential for “topic drift” is a reason to always have an attorney present in an advisory role at executive session.
- If a topic is raised via a written confidential memo from its attorney then Council can meet in executive session on that topic.

→ As follow-up David Koch stated that he would:

- Conduct research regarding delegated supervision of appointed officers and responsibility for their evaluation, and determine whether these delegated authorities need to be documented. It was noted that the current practice in McMinnville is that supervision and evaluation are conducted by the City Manager.

## **Mission and Values**

The mission statement and values statements were reviewed. Council members discussed their “compass” as policymakers for the city. In addition to the guidance provided by the mission and values the following “compass points” were identified:

- The overall good of the city.
- Listening to the public’s input.
- Deep learning on the issue at hand.
- The give and take of intra-Council conversation.

During discussion it was noted that despite these shared “compass points” there are still split votes on important issues such as fluoridation of water, social gaming, marijuana, and the hotel/motel tax. Whether split votes indicate a problem was discussed. It was noted that spending more time during Council Team-Building on sharing and understanding each other’s values and individual “compasses” would help Council come together more as one council and also help Council members to understand the basis for split votes when they occur.

→ At the close of the discussion it was noted that the Values – and perhaps the Mission Statement – merit updating, and that the full Council should participate in that discussion.

## Role in Statewide Issues

There was discussion as to whether advocacy is better conducted through the League of Oregon Cities or if a higher level of advocacy and specificity of position can be achieved advocating as a city. It was also noted that McMinnville has a presence via the County and via the Council of Governments.

At the close of the discussion there was general agreement on the following:

- On issues of general interest to McMinnville working through LOC or the COG is a workable approach.
- On issues that are highly important or are unique to McMinnville the city should seek a coalition or work through the City's own representative. It was noted that representation doesn't have to be through an employee but can be through a consulting firm. It was suggested that elimination of memberships that don't add high value could free up funding for representation. A question was raised as to whether Community Mediators added sufficient value for the cost.
- The public expects the city to "be a trailblazer."

The box below illustrates Council's graduated frame of reference for advocacy:

On issues of general interest to all cities	⇒	Work through the LOC and COG
On issues of general interest to cities but highly impactful to McMinnville	⇒	"Converge in many places" – Work through all avenues including COG, LOC and City representation
On issues unique to and highly impactful to McMinnville	⇒	Deploy City representation to "get ahead of the curve"

→ As a first step it was agreed that funding for advocacy should be determined through Council.

## Future of the Mayor's Ball

As a frame for the discussion it was noted that the ordinance creating The Mayor's Ball dedicates funds raised to Kids on the Block; and that revenue from The Ball is down 50% due largely to costs.

The following questions were posed relative to the future of The Mayor's Ball:

- Should The Mayor's Ball continue?
- If "yes"
  - Should the Ball solely support Kids on the Block or multiple programs benefitting youth. (It was noted that a broad range of programs, provide benefit to youth; e.g. support for the homeless benefits youth because a high percentage of the homeless are children.)
  - If the fundraising arm of The Mayor's Ball continues should the recipient organizations be obliged to participate in the effort e.g. through raffle prizes, ticket sales, etc.?
  - Should the City be in the business of providing after school programs at all?

→ Based on the discussion the following next steps were identified:

- Propose to Council: Sunset the Ordinance.
- Discuss with Council how to restructure going forward.
- Obtain a report from staff on other after-school resources in the city, schools and Kids on the Block Inc. that examines funds and in-kind donations. The report should be headed up by the City Manager, with participation from the Finance Director, Councilor Hill and the City Attorney.
- Note that Kids on the Block has been a great success and is positioned now to proceed on their own.

**At 2:20 there was a loss of quorum. The public portion of the retreat was closed.**

## CEO Evaluation

General considerations were outlined:

- Exit interviews need to be conducted as one lens through which to obtain insight into City Manager performance.
- An evaluation process for the City Manager is needed that includes:
  - Key performance areas/competencies,
  - Indicators for evaluating the performance areas,
  - A process that includes multiple inputs, including the City Manager's input into the performance areas and indicators, and
  - A third party consultant to assist with the development of the tool and the process.
  - For checks and balances purposes Council should consider changing the reporting relationship between the City Attorney and the City Manager so that the City Attorney explicitly reports to The City. It was noted that performance standards are also needed for the City Attorney.

After discussion Council members requested that the meeting facilitator provide the name and contact information for Winston Tan of Intandem, LLC – a consultant whose work on CEO evaluation she is familiar with but who has no direct business relationship with her.

The retreat adjourned at 3:15pm.

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Council members in attendance for the public portion of the meeting: Mayor Rick Olson, Councilors Scott Hill, Kellie Menke, and Kevin Jeffries. (Councilor Jeffries was not in attendance after the closure of the public portion of the meeting.) Others in attendance: City Attorney David Koch. Facilitator Sue Dicile