

CITY OF TILLAMOOK

Policy I: Job Description Policy

Type: Board Process Policy

The job of the council is to represent the citizens and taxpayers and to lead the city by determining and requiring appropriate and excellent organizational performance. To distinguish the council's own unique job from the jobs of the City Manager and staff, the council will concentrate its efforts on the following:

1. Determining and using proactive strategies to ensure constructive two-way dialogue for input from staff and citizens as a means to link the entire city around goal achievement; and
2. Developing written policies which, at the broadest levels, address:
 - a. Council Process Policies: how the council will conceive, carry out and monitor its own work;
 - b. Council/Executive Relationship Policies: how authority is delegated and its proper use monitored; the City Manager role, the City Recorder role and their authority and accountability;
 - c. Executive Accountability Policies: constraints on executive authority which establish the practical, ethical and legal boundaries within which all staff activity and decision-making will take place and be monitored; and
 - d. Strategic Direction Policies: what the council intends for the city to achieve.
3. Ensuring City Manager performance by monitoring of the Annual Performance Plan and the City Manager's Executive Accountability Policies.
4. Ensuring City Recorder performance by monitoring of the City Recorder's Executive Accountability Policies.
5. Ensuring council performance through monitoring Council Process Policies and Council/Executive Relationship Policies.
6. Ensuring that the Annual Performance Plan is the focus of organizational performance.

Unless expressly stated otherwise, nothing in this or any other City Council Rule or Policy shall change any collective bargaining agreement, employment contract or "at will" employment of any city employee.

Adopted: By Ordinance #1220 on May 21, 2007

Monitoring Method: Council Self-Assessment

Monitoring Frequency: Semi-annually

Policy II: Code of Conduct Policy

Type: Board Process Policy

The council commits itself and its members to ethical, businesslike and lawful conduct, including proper use of authority and appropriate decorum when acting as council members.

Accordingly:

1. Council members will represent the interests of the citizens of the entire city. This accountability to the whole city supersedes:
 - a. Any conflicting loyalty a member may have to other advocacy or interest groups.
 - b. Loyalty based upon membership on other councils or staffs.
 - c. Conflicts based upon the personal interest of any council member.
 - d. Conflicts based upon being a relative of an employee of the city.
 - e. Any other conflicts of interest as outlined by the Oregon Standards and Practices Commission.
2. Council members will not attempt to exercise individual authority over the organization.
3. Council members may not attempt to exercise individual authority over the organization. As such:
 - a. Council member interaction with the City Manager, City Recorder or with staff must recognize the lack of authority vested in individuals except when explicitly authorized by the council, and
 - b. Council member interaction with the public, press or other entities must recognize the same limitation and the inability of any council member to speak for the council except to repeat explicitly stated council decisions.
4. Council members shall maintain confidentiality appropriate to sensitive issues and information that otherwise may tend to compromise the integrity or legal standing of the council and/or city, especially those matters discussed in closed session.
5. Council members shall abide by the current Code of Conduct Guidelines for council members. Changes or additions to the current Code of Conduct require a majority vote of the council.

Adopted: By Ordinance #1220 on May 21, 2007

Monitoring Method: Council Self-Assessment

Monitoring Frequency: Semi-annually

Policy III: Delegation to the City Manager Policy

Type: Council/Executive Relationship Policy

The council will instruct the City Manager through written policies that prescribe the city goals to be achieved and describe organizational situations and actions to be avoided. The council will support any reasonable interpretation of those policies by the City Manager.

Accordingly:

1. Council will develop policies instructing the City Manager to achieve defined goal results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Strategic Direction Policies.
2. Council will develop policies that limit the latitude the City Manager may exercise in choosing the organizational means. These policies will be developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Accountability Policies.
3. As long as the City Manager uses any reasonable interpretation of the council's Strategic Direction Policies and Executive Accountability Policies the City Manager is authorized to establish all further policies, make all decisions, establish all practices and develop all activities the City Manager deems appropriate to achieve the council's goals.
4. The council may change its Strategic Direction Policies and/or Executive Accountability Policies at any time, thereby shifting the boundary between council and City Manager domains. By doing so, the council changes the latitude of choice given to the City Manager. However, as long as any council-specified delegation of authority is in place, the council will respect and support any reasonable interpretation of its policies, even though City Manager choices may not be the choices the council or its members may have made.

Adopted: By Ordinance #1220 on May 21, 2007

Monitoring Method: Council Self-Assessment

Monitoring Frequency: Semi-annually

Policy IV: City Manager Executive Accountability Policy

Type: Executive Accountability Policy

The City Manager shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics including but not limited to the following:

2. The City Manager shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly the City Manager may not:
 - a. Allow unauthorized personnel access to material amounts of funds.
 - b. Subject facilities or equipment to improper wear and tear or insufficient routine maintenance.
 - c. Unnecessarily expose the city, council, or staff to claims of liability.
 - d. Make any non-inventory purchase (1) of over \$5,000 without having obtained at least three comparative prices and qualities where brand consistency is not a

- consideration (i.e. Dell/Gateway/Apple Computers); (2) of over \$150,000 without a stringent method of assuring the balance of long-term quality and cost through a formal bidding process.
- e. Make any purchase in excess of \$5,000 without council approval with the exception of ***budgeted*** maintenance items such as meters.
 - f. Fail to protect intellectual property, information, and files from loss or significant damage, or access by unauthorized persons.
 - g. Receive, distribute and/or account for funds under controls that are insufficient to meet standard accounting practices and/or to protect the city.
 - h. Invest or hold operating capital in insecure instruments, including uninsured checking accounts or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions or where it does not benefit the city.
 - i. Endanger the city's image or credibility, particularly in ways that would hinder its accomplishment of its mission.
 - j. Fail to timely provide council, City Recorder, staff, contract vendors and the public information necessary to carry on the city's business.
3. With respect to the treatment of employees, the City Manager may not cause or allow conditions that are unfair or undignified. Accordingly, the City Manager shall not:
 - a. Operate without following written personnel policies that clarify personnel rules for employees, provide for effective handling of complaints and protect against wrongful or illegal conditions.
 - b. Discriminate against any employee at any time for any reason.
 - c. Prevent employees from taking a complaint to the council when internal complaint procedures have been exhausted.
 - d. Fail to acquaint staff with this policy.
 4. Financial planning in any fiscal year shall not deviate from actual expenditures approved in the Annual Performance Plan, except for approved budget adjustments, or risk fiscal jeopardy for the city. Accordingly, the City Manager shall not allow budgeting that:
 - a. Contains too little information to enable credible projection of revenues and expenses, separation of capital and operational items, cash flows and disclosure of planning assumptions.
 - b. Acquire, encumber or dispose of real property without the council's approval.
 5. Regarding employment, compensation and benefits to employees, consultants, and contract workers, the City Manager shall not cause or allow jeopardy to fiscal integrity or city image. Accordingly the City Manager may not:
 - a. Change his/her own compensation and/or benefits.
 - b. Promise or imply benefits that are outside approved benefit policies.
 - c. Promise or imply permanent or guaranteed employment.
 - d. Establish compensation that deviates materially from the geographic or professional market for the skills employed and/or that is outside of the approved budget.
 6. The City Manager shall not permit the council to be uninformed or unsupported in its work. Accordingly, the City Manager shall not:

- a. Neglect to submit monitoring data, status reports, financial information or other pertinent information required by the council in a timely, accurate, and understandable manner.
 - b. Let the council be unaware of relevant trends or significant changes of any kind that could [or have] negatively impact[ed] the city.
 - c. Fail to report in a timely manner an actual or anticipated non-compliance with any council-approved policy.
7. Regarding city insurance, employee benefit providers and employee wages, the City Manager shall not:
- a. Fail to review annually, all benefits providers for cost, and comparative services.
 - b. Fail to do bi-annual wage research and analysis.

Adopted: By Ordinance #1220 on May 21, 2007

Monitoring Method: Personnel Committee

Monitoring Frequency: Semi-annually

Policy V: Staff Treatment Policy

Type: Executive Accountability Policy

With respect to treatment of paid and volunteer staff, the City Manager shall not knowingly cause or knowingly allow conditions, procedures, actions or decisions which are unlawful, unethical, unsafe, disrespectful, disruptive, undignified, immoral, disreputable or in violation of council policy.

Accordingly, the City Manager may not:

- 1. Fail to develop procedures for reasonable background inquiries and checks prior to hiring any paid personnel or utilizing the services of any volunteers;
- 3. Operate without written personnel and administrative policies which:
 - a. Clarify personnel rules and procedures for staff.
 - b. Provide for effective handling of grievances.
 - c. Include adequate job descriptions for all staff positions.
 - d. Include salary and compensation plans that comply with state law.
 - e. Include an effective personnel performance evaluation system.
 - f. Establish procedures for reductions in force.
 - g. Protect against sexual harassment.
 - h. Protect against racial, religious, gender, age, disability and ethnic bias or discrimination.
 - i. Provide for a drug and alcohol free workplace.
- 4. Prevent employees from grieving to the council when internal grievance procedures have been exhausted and the employee alleges that council policy has been violated;
- 5. Fail to protect confidential information;

6. Fail to provide for open communication and the sharing of ideas; and
7. Fail to provide staff with an opportunity to become familiar with the provisions of this policy.

Adopted: By Ordinance #1220 on May 21, 2007

Monitoring Method: Personnel Committee

Monitoring Frequency: Semi-annually

Policy VI: Monitoring City Performance Policy [City Manager]

Type: Council/Executive Relationship Policy

While the council is encouraged to communicate with staff, the council's connection to the city's daily operations, its achievements, and conduct will be through the City Manager [except for those areas of responsibility that are the City Recorders.].

1. The City Manager is the council's only link to operational achievement and conduct, so that all authority and accountability of employees, as far as the council is concerned, is considered the authority and accountability of the City Manager. Accordingly:
 - a. The council will not give instructions to persons who report directly or indirectly to the City Manager.
 - b. The council will not evaluate the performance of any employee other than the City Manager and the City Recorder.
 - c. The council will review City Manager performance quarterly and will consider City Manager performance as identical to city performance. This includes achievement of the Strategic Direction Policies, financial performance as identified in the approved budget, and avoidance of any Executive Accountability Policy prohibitions.
2. Systematic and rigorous monitoring of City Manager job performance will be against the expected progress and eventual results of the Annual Performance Plan and in compliance with the boundaries specified in Executive Accountabilities Policies. The council will acquire monitoring data by one or more of three methods:
 - a. By internal report, in which the City Manager discloses compliance information to the council.
 - b. By external report, in which an external, disinterested third party selected by the council assesses compliance with city policy.
 - c. By direct council member inspection, in which the member assesses compliance with the appropriate policy criteria.
3. All policies that set boundaries for the City Manager will be monitored at a frequency and by a method recommended and approved by the council. The council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule:

Task	Method	Frequency
Benefits Review (cost and level/quality of service)	Internal By City Recorder	Bi-Annually
Wage Analysis	Internal By City Recorder	Bi-Annually
Insurance Rate Comparison Bids	Internal By City Recorder	Bi-Annually
Financial Reports	Internal By City Recorder	Monthly, Quarterly, Annually
Annual Financial Audit	External City Auditor	Annually
Customer Satisfaction Surveys	Internal City Manager	Annually
Internal Process Efficiency Reports	Internal City Manager	Semi-Annually

Adopted: By Ordinance #1220 on May 21, 2007
Monitoring Frequency: Semi-annually

Policy VII: Delegation to the City Recorder Policy
Type: Council/Executive Relationship Policy

The council will instruct the City Recorder through written policies that prescribe the city goals to be achieved and describe organizational situations and actions to be avoided. The council will support any reasonable interpretation of those policies by the City Recorder.

Accordingly:

1. Council will develop policies instructing the City Recorder to achieve defined goal results. These policies will be developed systematically from the broadest, most general level to more defined levels, and will be called Strategic Direction Policies.
2. Council will develop policies that limit the latitude the City Recorder may exercise in choosing the organizational means. These policies will be

developed systematically from the broadest, most general level to more defined levels, and they will be called Executive Accountability Policies.

3. The council may change its Strategic Direction Policies and/or Executive Accountability Policies at any time, thereby shifting the boundary between council and City Recorder domains. By doing so, the council changes the latitude of choice given to the City Recorder. However, as long as any council-specified delegation of authority is in place, the council will respect and support any reasonable interpretation of its policies, even though City Recorder choices may not be the choices the council or its members may have made.

Adopted: By Ordinance #1220 on May 21, 2007

Monitoring Method: Council Self-Assessment

Monitoring Frequency: Semi-annually

Policy VIII: City Recorder Executive Accountability Policy

Type: Executive Accountability Policy

The City Recorder shall not cause or allow any practice, activity, decision, or organizational circumstance that is either unlawful, imprudent, or in violation of commonly accepted business and professional ethics including but not limited to the following:

1. The City Recorder shall not allow the assets to be unprotected, inadequately maintained, or unnecessarily risked. Accordingly the City Recorder may not:
 - a. Fail to insure against theft and casualty losses to at least 100% percent of replacement value and against liability losses to the city, employees, and the organization itself in an amount greater than the average for comparable organizations.
 - b. Allow unauthorized personnel access to material amounts of funds.
 - c. Unnecessarily expose the city, council, or staff to claims of liability.
 - d. Make any non-inventory purchase (1) of over \$5,000 without having obtained at least three comparative prices and qualities where brand consistency is not a consideration (i.e. Dell/Gateway/Apple Computers).
 - e. Make any purchase in excess of \$5,000 without council approval with the exception of ***budgeted*** maintenance items such as meters.
 - f. Fail to protect intellectual property, information, and files from loss or significant damage, or access by unauthorized persons.
 - g. Receive, distribute and/or account for funds under controls that are insufficient to meet standard accounting practices and/or to protect the city.
 - h. Invest or hold operating capital in insecure instruments, including uninsured checking accounts or in non-interest-bearing accounts except where necessary to facilitate ease in operational transactions or where it does not benefit the city.
 - i. Endanger the city's image or credibility, particularly in ways that would hinder its accomplishment of its mission.

- j. Fail to timely provide council, City Manager, staff, contract vendors and the public information necessary to carry on the city's business.
2. With respect to the treatment of employees, the City Recorder may not cause or allow conditions that are unfair or undignified. Accordingly, the City Recorder shall not:
 - a. Operate without following written personnel policies that clarify personnel rules for employees, provide for effective handling of complaints and protect against wrongful or illegal conditions.
 - b. Discriminate against any employee at any time for any reason.
 - c. Prevent employees from taking a complaint to the council when internal complaint procedures have been exhausted.
 - d. Fail to acquaint staff with this policy.
 3. Financial planning in any fiscal year shall not deviate from actual expenditures approved in the Annual Performance Plan, except for approved budget adjustments, or risk fiscal jeopardy for the city. Accordingly, the City Recorder shall not allow budgeting that:
 - a. Fail to settle payroll and debts in a timely manner.
 - b. Allow tax payments or other government ordered payments or filings to be overdue or inaccurately filed.
 - c. Fail to aggressively pursue receivables after a reasonable grace period.
 4. Regarding employment, compensation and benefits to employees, consultants, and contract workers, the City Recorder shall not cause or allow jeopardy to fiscal integrity or city image. Accordingly the City Recorder may not:
 - e. Change her/his own compensation and/or benefits.
 - f. Promise or imply benefits that are outside approved benefit policies.
 5. The City Recorder shall not permit the council to be uninformed or unsupported in its work. Accordingly, the City Recorder shall not:
 - a. Neglect to submit monitoring data, status reports, financial information or other pertinent information required by the council in a timely, accurate, and understandable manner.
 - b. Let the council be unaware of relevant trends or significant changes of any kind that could [or have] negatively impact[ed] the city.
 - c. Fail to report in a timely manner an actual or anticipated non-compliance with any council-approved policy.
 6. Regarding city insurance, employee benefit providers and employee wages, the City Recorder shall not:
 - a. Fail to get bi-annual bids from insurance broker.

Adopted: By Ordinance #1220 on May 21, 2007
Monitoring Method: Personnel Committee
Monitoring Frequency: Semi-annually

Policy IX: Monitoring City Performance Policy [City Recorder]

Type: Board Executive Relationship Policy

While the council is encouraged to communicate with staff, the council's connection to those city operations that come under the responsibility and authority of the City Recorder will be through the City Recorder.

3. The City Recorder is the council's only link to operational achievement and conduct in those areas for which the City Recorder is responsible so that all authority and accountability of employees, as far as the council is concerned, is considered the authority and accountability of the City Recorder. Accordingly:
 - d. The council will not give instructions to persons who report directly or indirectly to the City Recorder without knowledge of the City Recorder.
 - e. The council will not evaluate the performance of any employee other than the City Manager and the City Recorder.
 - f. The council will review City Recorder performance quarterly. This includes achievement of the Strategic Direction Policies, financial performance as identified in the approved budget, and avoidance of any Executive Accountability Policy prohibitions.
4. Systematic and rigorous monitoring of City Recorder job performance will be against the expected progress and eventual results of her/his annual objectives and in compliance with the boundaries specified in the City Recorder Executive Accountabilities Policies. The council will acquire monitoring data by one or more of three methods:
 - d. By internal report, in which the City Recorder discloses compliance information to the council.
 - e. By external report, in which an external, disinterested third party selected by the council assesses compliance with city policy.
 - f. By direct council member inspection, in which the member assesses compliance with the appropriate policy criteria.
3. All policies that set boundaries for the City Recorder will be monitored at a frequency and by a method recommended and approved by the council. The council can monitor any policy at any time by any method, but will ordinarily depend on a routine schedule:

Task	Method	Frequency
Benefits Review (cost and level/quality of service)	Internal By City Recorder	Bi-Annually
Wage Analysis	Internal By City Recorder	Bi-Annually
Insurance Rate Comparison Bids	Internal By City Recorder	Bi-Annually
Financial Reports	Internal By City Recorder	Monthly, Quarterly, Annually
Annual Financial Audit	External City Auditor	Annually
Customer Satisfaction Surveys	Internal City Manager	Annually
Internal Process Efficiency Reports	Internal City Manager	Semi-Annually

Adopted: By Ordinance #1220 on May 21, 2007
Monitoring Frequency: Semi-annually