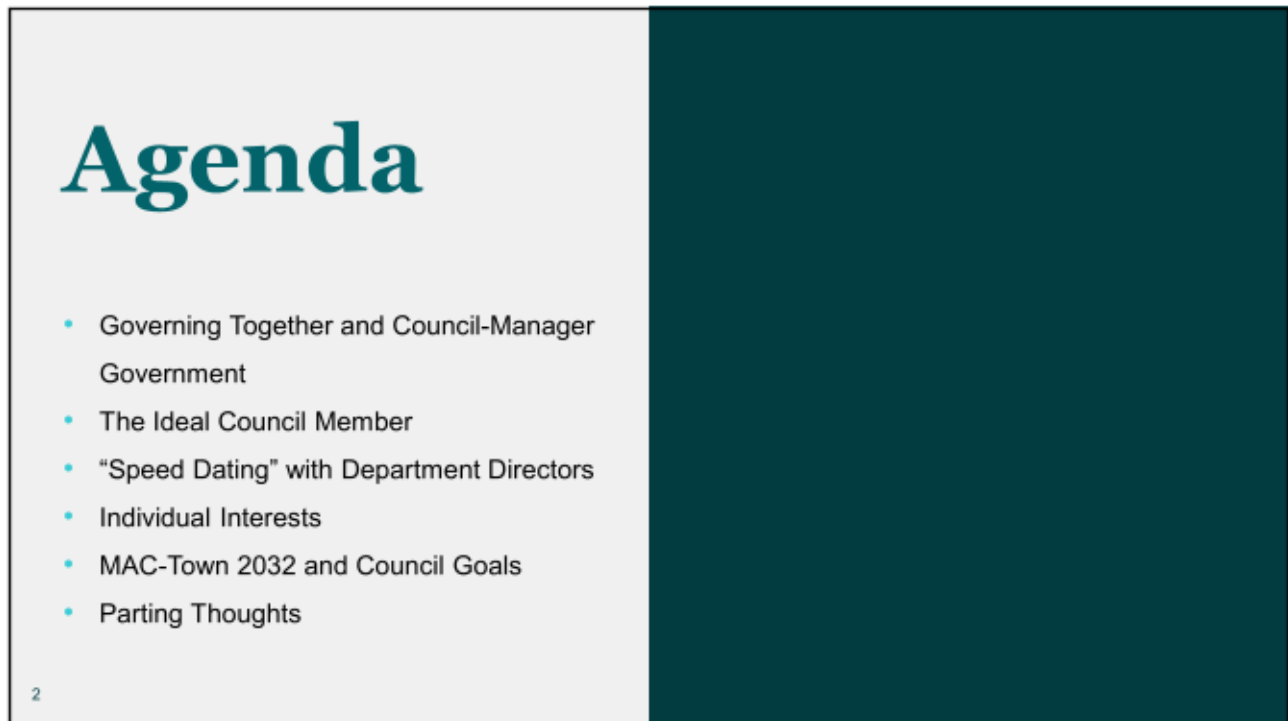
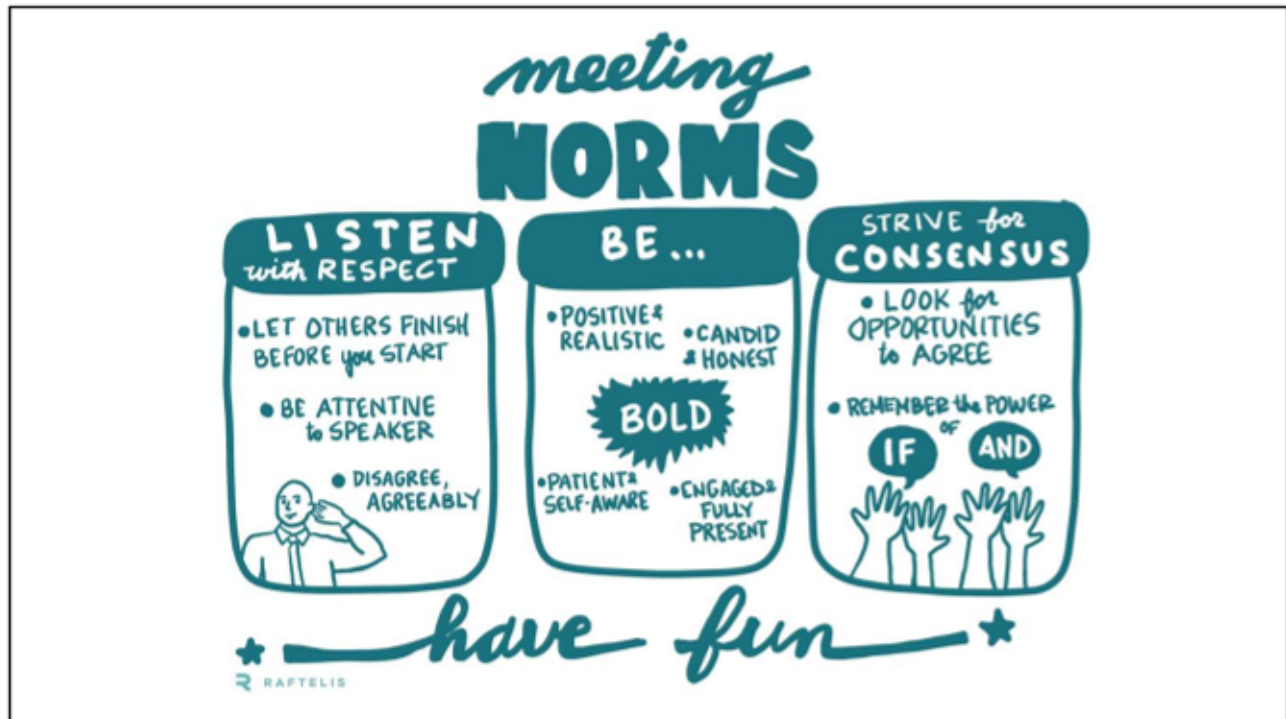




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## Introductions and Expectations

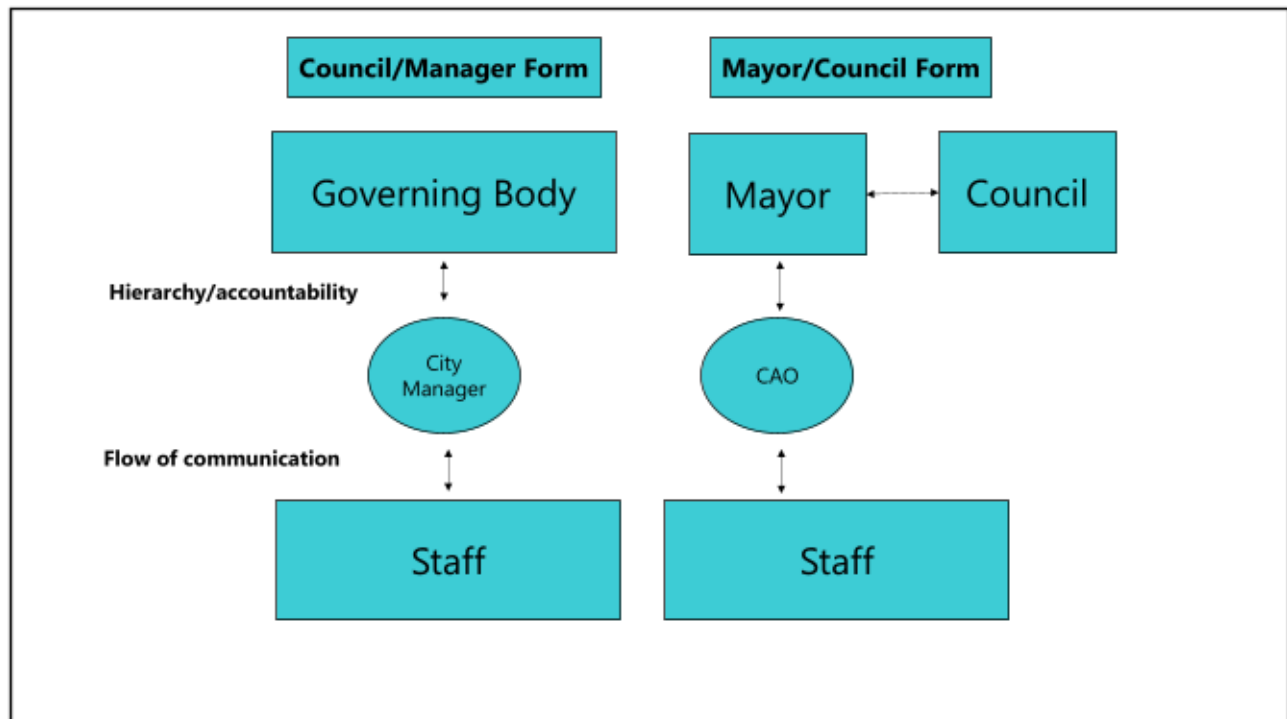
-  Name
-  Role and length of time in your role?
-  What are your expectations for our time together?

4

# Council-Manager Government



5



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## Separation of powers



### Legislative

This branch is made up of Congress (the Senate and House of Representatives) and special agencies and offices that provide support services to Congress.



### Executive

Includes the President, Vice President, and the Cabinet



### Judicial

The judicial branch includes the Supreme Court and other federal courts. It evaluates laws by: Interpreting the meaning of laws, Applying laws to individual cases, Deciding if laws violate the Constitution

7

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## Council-Manager Form of Government



### The Focus Is on the Unification of Power

- Facilitate good things
- Relies on collaboration and political stability

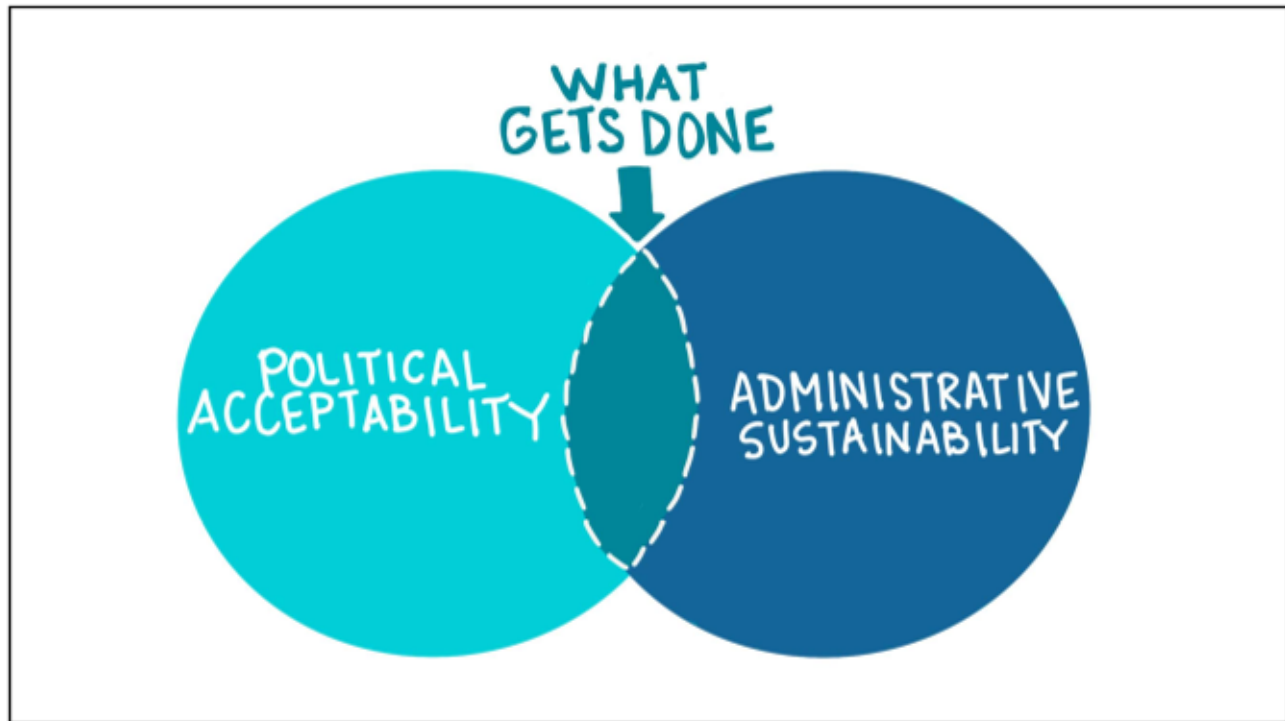


### Separation of Powers

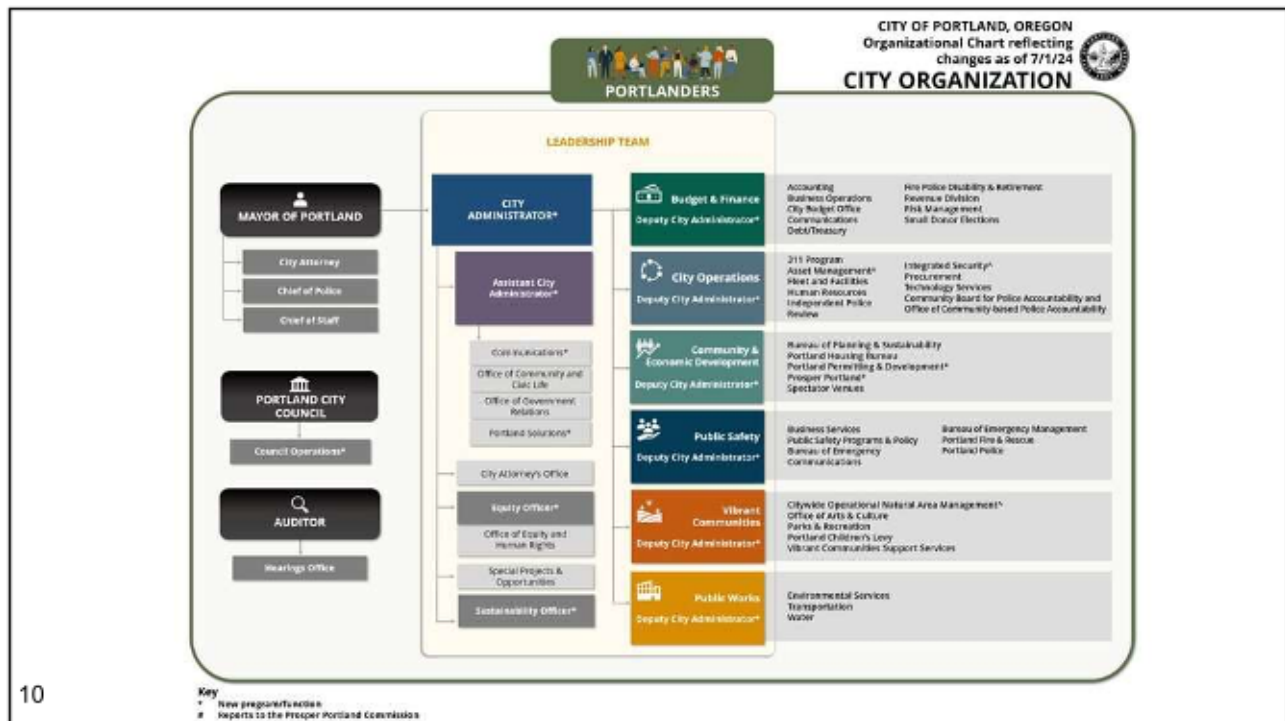
- Common model in the U.S. – basis for our Federal and State Governments; and local governments with Elected Executive (i.e., Mayor – Council)

8

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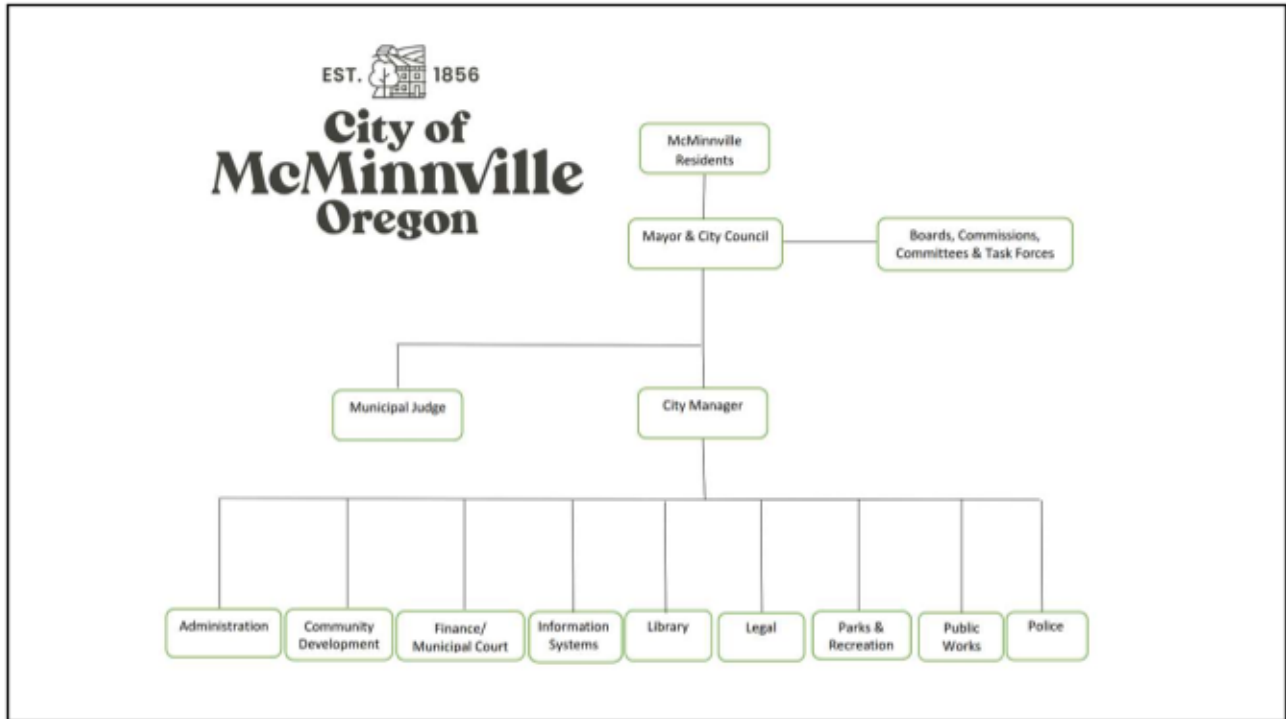


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## Considering Forms of Government

EST. 1856  
**City of McMinnville Oregon**

McMinnville Residents

Mayor & City Council

Boards, Commissions, Committees & Task Forces

Municipal Judge

City Manager

Administration, Community Development, Finance/Municipal Court, Information Systems, Library, Legal, Parks & Recreation, Public Works, Police

**CITY OF PORTLAND, OREGON**  
Organizational Chart reflecting changes as of 1/1/24  
**CITY ORGANIZATION**

**CITY MANAGER**

City Planning	City Planning, Urban Design, and Community Development
City Operations	City Operations, Public Works, and Public Safety
Public Safety	Police, Fire, and Emergency Services
Public Works	Public Works, Parks and Recreation, and Public Safety
Public Safety	Police, Fire, and Emergency Services

Legend:  
■ Department (Blue)  
■ Board/Commission/Committee (Green)  
■ City Manager (Green)

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## The Call for Reform

- Born from Reform:
  - › By the late 19th century, many American cities were dominated by political machines and party bosses.
  - › Patronage and inefficiency were common, undermining public trust in local governance.



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## The Call for Reform

- The Progressive Movement:
  - › The Progressive Era sought to curb corruption, promote accountability, and introduce efficiency in government.
  - › Reformers advocated for professional management of cities to replace political patronage systems.
- Business Principles:
  - › Reformers borrowed practices from the private sector, emphasizing efficiency, merit-based hiring, and accountability.
- Urbanization:
  - › Rapid urban growth in the early 20th century required professional expertise to manage complex municipal services.

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## To Give a Sense of Scale

**83%**

of the U.S. population lived  
in an agricultural setting  
(mid 1800's)

**50%**

of the U.S. population  
lived in cities  
(1910)

**8M**

immigrants came to  
America  
(1900-1910)



### Industrialization

Our cities became job centers. Immigration and migration put pressure on cities to accommodate this growing population.

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Early 20th century Chicago



15

## The Price of Growth



Rapid growth overwhelmed  
political capacity



Major cities were plagued  
with corruption

16

Walnut St., Downtown Kansas City, Missouri. 1906



16



## Patronage and Policing

*"The city police department, the largest and most visible element of city hall, was highly politicized and less than perfectly managed prior to 1917. A tradition of political hiring had been firmly established under the mayor-council government. With few exceptions, each new mayoral administration swept in a new set of police. Friends and associates of the new mayor were hired; officers without political sponsorship were removed. In a remarkably candid newspaper interview, the police chief openly admitted that political loyalty to the mayor was a requirement for service on the force." – Ed Flentje, a Professor at Wichita State University*



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## A Product of Reform



- Most popular form of government for cities with populations over 5,000
- 3,400 cities in the U.S.
- Majority of cities over 100,000 operate with Council-Manager Government
- Phoenix, Dallas, and Oklahoma City are examples of major cities with Council-Manager Government

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## You Govern as a Body

A diagram illustrating the concept of 'You Govern as a Body'. At the center is a white circle containing a blue icon of four hands clasped together. Surrounding this central circle is a ring of 20 small, dark grey human icons. Dotted lines connect each of these outer icons to the central circle, representing the interconnectedness of individuals within a community or organization.

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## That Buffer is the City Manager



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# Governing Together



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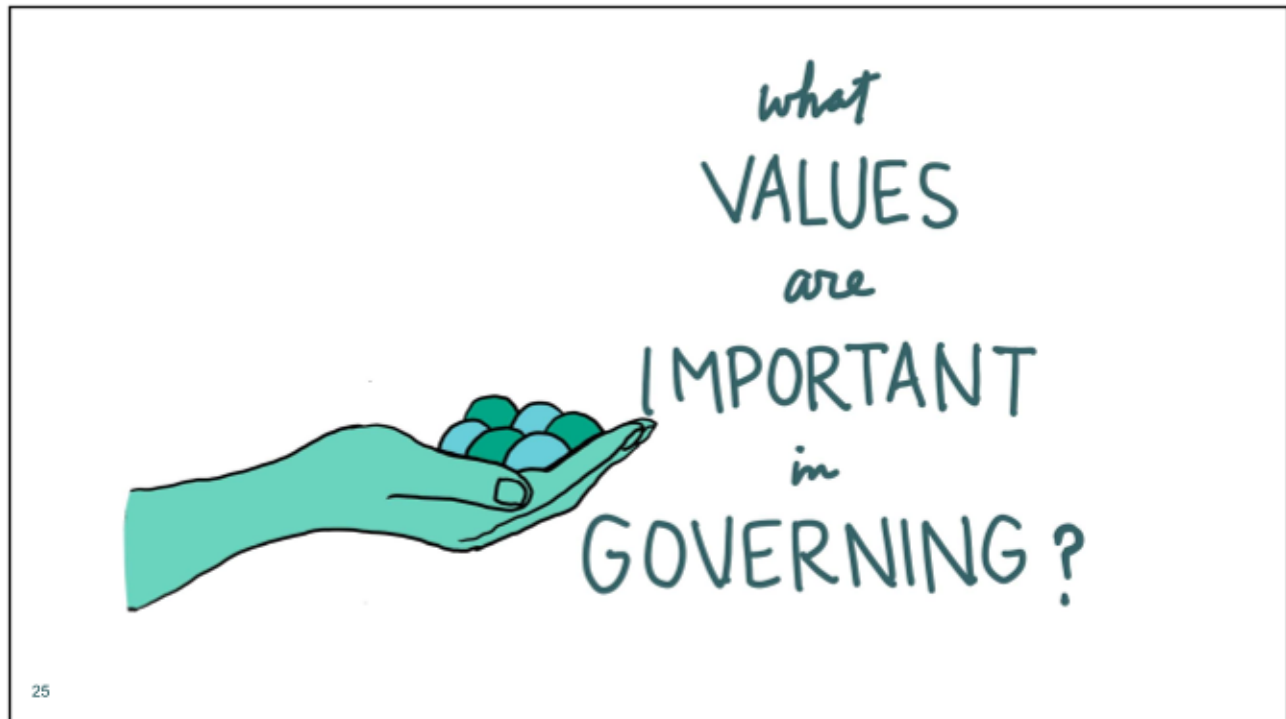
23



*what does*  
GOOD  
GOVERNANCE  
LOOK LIKE  
*to you ?*

24

24




25



26

how do you DISTINGUISH  
 between  
 POLICY  
 (COUNCIL)  
 and  
 ADMINISTRATION  
 (MANAGER & STAFF) ?



27

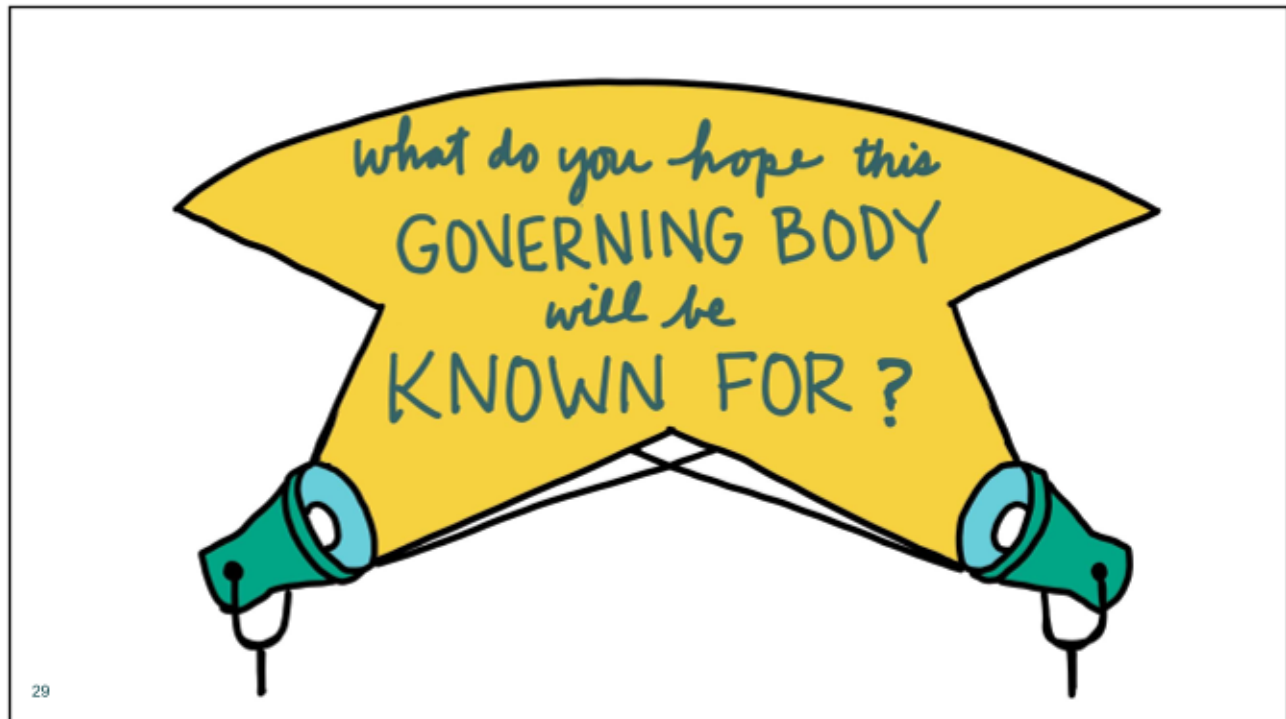
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what kind of  
 RELATIONSHIP  
 do you hope to have  
 with  
 COUNCIL COLLEAGUES  
 and with  
 CITY MANAGER and STAFF ?

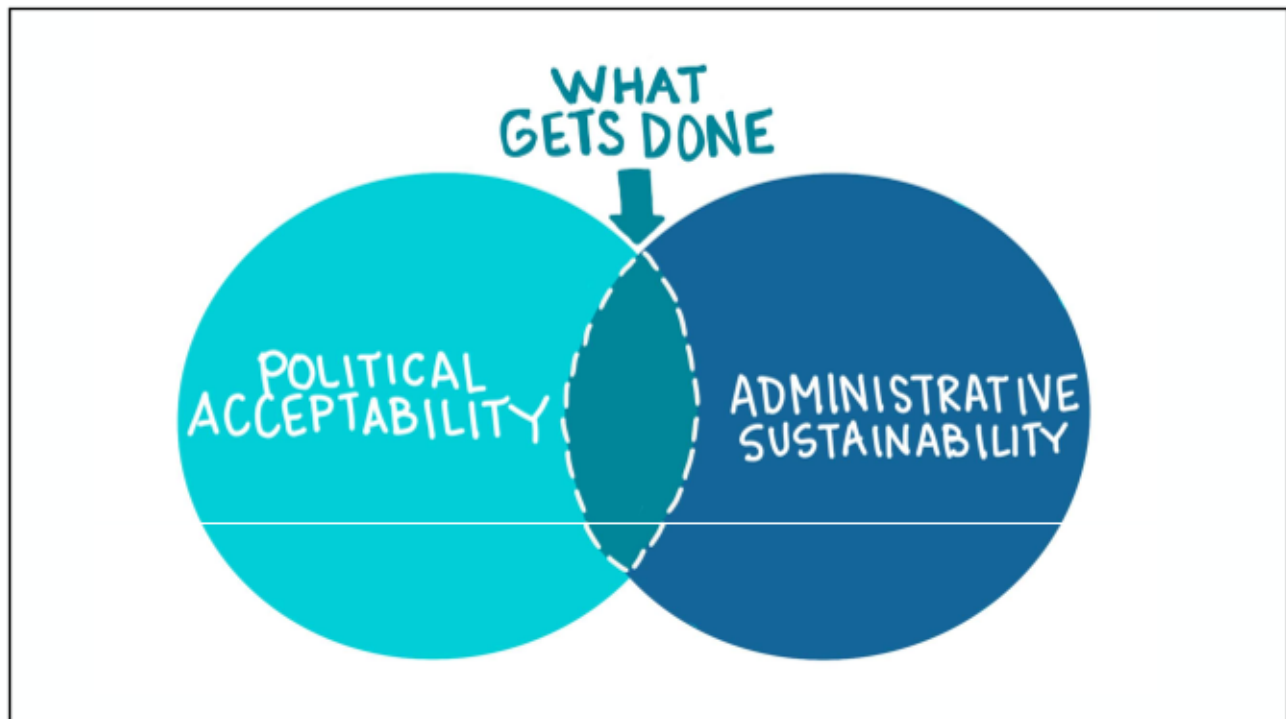


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**Welcome  
Department  
Directors**

-  **Name**
-  **Role and how long you have served in it.**
-  **Expectations for our time together.**

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# The Council Focus



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## What Council Hopes to Accomplish

1. **Public Safety:** Ensure safety and security downtown and throughout the community.
2. **Financial Transparency:** Provide clear, accessible, and detailed financial information.
3. **Housing :** Expand housing availability to support economic growth and affordability.
  - Frustration with the lack of housing development despite ready lots and utilities
4. **Homelessness Solutions:** Understand the City's role regarding homelessness and how the issue intersects with mental health and social services.
5. **Community Engagement:** Foster authentic dialogue and follow-through on public input.
6. **Governance:** Clarify processes for appointments, agenda-setting and decision-making.
7. **Infrastructure Investment:** Prioritize updates to aging facilities while balancing financial realities.
  - The Parks Bond is critical to some AND seen as a heavy financial ask.

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# “Speed Dating”



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## “Speed Dating”

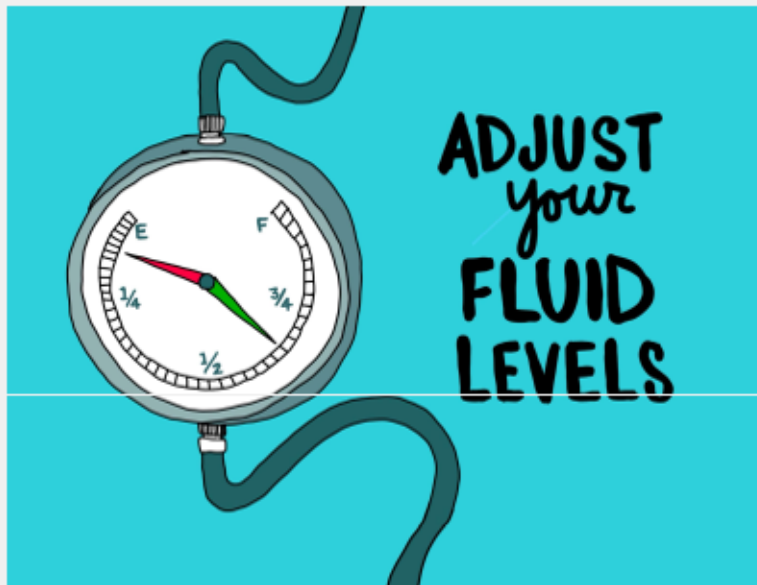
- **Quick Share by Department Heads:**
  - Challenges
  - Critical Drivers
  - Initiatives
- **Council Questions and Dialogue**
- **10 minutes per round**
- **Large group debrief**



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# Break



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## What did you hear?

- Takeaways by function:
  - Public Works
  - Police
  - Community Development
  - Parks & Recreation
  - Library
  - Finance/IT/Court
  - Admin (CM, Legal, HR, Recorder)

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# Individual Interests



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## What do you hope to accomplish during your time on Council?

- Why is it important to you?
- How does this align with the City's Strategic Plan?
- Why do you believe it is important to McMinnville?



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# MAC-Town 2032 and Council Goals



40

40

# Council Priorities 2024

-  Evaluate and implement Core HR Functions
-  Incorporate the effect of the current state of camping on safety (community and Staff), Resiliency and Capacity
-  Regain an employer base that enhances the livability of McMinnville, Balancing the Tourist Economy
-  Build the new Pool/Community Center
-  Establish T,P,M, or similar regulatory tool in the EID related to wine bars or other sole alcohol sales businesses

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## STRATEGIC PRIORITIES

The following strategic priorities require special focus by the City in the next fifteen years. In order to move McMinnville toward its Vision, the City believes it will need to make disproportionate investments in time and financial resources in these areas.

-  **CITY GOVERNMENT CAPACITY**  
Strengthen the City's ability to prioritize and deliver municipal services with discipline and focus
-  **CIVIC LEADERSHIP**  
Encourage a variety of leadership development opportunities to foster a culture of civic pride and involvement
-  **COMMUNITY SAFETY & RESILIENCY**  
Proactively plan for and responsively maintain a safe and resilient community
-  **ECONOMIC PROSPERITY**  
Provide economic opportunity for all residents through sustainable growth across a balanced array of traditional and innovative industry sectors
-  **ENGAGEMENT & INCLUSION**  
Create a culture of acceptance and mutual respect that acknowledges differences and strives for equity
-  **GROWTH & DEVELOPMENT CHARACTER**  
Guide growth and development strategically, responsively, and responsibly to enhance our unique character
-  **HOUSING OPPORTUNITIES (ACROSS THE INCOME SPECTRUM)**  
Create diverse housing opportunities that support great neighborhoods

## What remains...

Is there anything you would like to discuss taking OFF the list?

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**MAC-TOWN 2032  
STRATEGIC PLAN**

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JANUARY 20

## Council Goals

- Based on the Individual Priorities that have been shared, is there anything new this Council wants to incorporate as a Council Goal in 2025?

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# Parting Thoughts



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# Closing/Adjourn



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## The Politics/Administration Dichotomy

Determine "purpose," scope of services, tax level, constitution issues

Pass ordinances; approve new projects and programs; ratify budget

Make implementing decisions (e.g., site selection); handle complaints; oversee administration

Suggest Management changes to manager; review organization's performance in manager's appraisal

### Council's Sphere



### Manager's Sphere

Advise (what city "can" do may influence what it "should" do); analyze conditions and trends

Make recommendations on all decisions; formulate budget; determine service distribution formula

Establish practices and procedures and make decision for implementing policy

Control the human, material & informational resources of organization to support policy and administrative functions

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