

## 1. Agenda

Documents:

[CC AGENDA 10-10-18.PDF](#)

## 2. Meeting Materials

Documents:

[2018-10-10 CM REPORT.PDF](#)

[2018-10-10 COUNCIL IT MEMO.PDF](#)

[ALCOHOL USE-SALE - COMMONS POLICY MANUAL.PDF](#)

[CC SPECIAL AGENDA 10-18-2018.PDF](#)

[DAHL.PDF](#)

[DRAFT 09-05-18 CITY COUNCIL MINUTES.PDF](#)

[DRAFT 09-10-18 CITY COUNCIL FACILITATED MINUTES.PDF](#)

[DRAFT 09-12-18 CITY COUNCIL MINUTES.PDF](#)

[EPA.PDF](#)

[PROCLAMATION - DOMESTIC VIOLENCE.PDF](#)

*Yachats City Council Vision*

*Our village is a place where natural resources are valued and protected, where diversity is celebrated, and where a vibrant economy and sense of community pride create and recreate a living spirit. Yachats cares not just for its citizens' basic needs but also supports them in their efforts to excel mentally, physically, artistically, and spiritually. It is a community with an enduring sense of itself.*



CITY OF YACHATS

**CITY COUNCIL MEETING**

441 Hwy 101N, Yachats Commons, Room 1

**Wednesday, October 10, 2018 at 6:00pm**

AGENDA

- I. Announcements, Correspondence and Proclamations
  - A. Domestic Violence Month – My Sister’s Place
- II. Public Comment **(topics not listed on the agenda: 5-minute limitation per person)**
- III. Minutes
  - A. Minutes: 09/05/18 Work Session
  - B. Minutes: 09/10/18 Facilitated Special Work Session
  - C. Minutes: 09/12/18 Regular Meeting
- IV. Reports
  - A. Council Reports
    - a. Councilor Input on what they wish to see on Financial Reports
  - B. City Manager Report
  - C. IT RFP Report
- V. New Business
  - A. Dahl Disposal: New Service Option Rate Proposal
  - B. EPA Presentation: Sustainability Application (1 hour allocated)
  - C. Commons Policy Manual: Amendment to Alcohol Policy
  - D. Approve Special Session Agenda
- VI. Other Business
  - A. From Mayor
  - B. From Council
  - C. From Staff

This meeting is open to the public and all interested persons are invited to attend. This meeting will be audio taped. All items to be considered by the Commission must be submitted to City Hall no later than one week prior to the meeting. Minutes of all public meetings are available for review at City Hall, or on the City website at [www.yachatsoregon.org](http://www.yachatsoregon.org). In accordance with ORS 192.630, City of Yachats will make a good faith effort to provide accommodations for any person desiring to attend a public meeting, if the request is made at least 48 hours in advance of the meeting time. The meeting room is physically accessible to persons with mobility devices; a sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541-547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance.

**POSTED September 4, 2018**

## City Manager's Report

**October 10, 2018**

Dear Mayor Stanley and Councilors,

It is my pleasure to update you on some of our current project highlights. Much of September was spent preparing for our very productive Facilitated Session and working with the IT RFP. The Facilitated Session minutes outline the activities of that session and I have drafted a separate memo regarding the IT RFP process. Both of those items supplement this monthly report.

- **South Tank Project:**
  - The South Tank Project is complete. The budget to date is as follows:

| CONSTRUCTION                                         | Date       | Original Amount | Changes       | Revised Contract | Invoiced to Date |
|------------------------------------------------------|------------|-----------------|---------------|------------------|------------------|
| Original Construction Contract Price                 | 3/28/2018  | \$ 1,085,065.00 |               |                  |                  |
| Change Orders (approved)                             |            |                 |               |                  |                  |
| C.O. #1 (Additional Clearing)                        | 9/12/2017  |                 | \$ 27,144.00  |                  |                  |
| C.O. #2 (Tank Moving, Retaining Wall)                | 10/31/2017 |                 | \$ 171,519.00 |                  |                  |
| C.O. #3 (Slope protection)                           | 12/1/2017  |                 | \$ 13,791.00  |                  |                  |
| C.O. #4 (Contractor Support for Retaining Wall)      | 3/12/2018  |                 | \$ 19,838.00  |                  |                  |
| C.O. #5 (HDD Highway Crossing)                       | 5/4/2018   |                 | \$ 8,399.00   |                  |                  |
| C.O. #6 (Sanitary Sewer)                             | 5/4/2018   |                 | \$ 162,000.00 |                  |                  |
| Current Construction Contract Price                  |            | \$ 1,085,065.00 | \$ 402,691.00 | \$ 1,487,756.00  | \$ 1,405,691.73  |
| Potential Change Orders<br>(Remove Earthquake Valve) |            |                 | (\$18,569.00) |                  |                  |
| Potential Construction Contract Price                |            |                 |               | \$ 1,469,187.00  |                  |
| <b>ENGINEERING</b>                                   |            |                 |               |                  |                  |
| Original Contract Price                              | 4/27/2015  | \$ 162,310.00   |               |                  | \$ 162,310.00    |
| Amendment #1 (New Tank Site)                         | 9/19/2016  |                 | \$ 58,224.00  |                  | \$ 58,224.00     |
| Amendment #2 (Contract and Bid Documents)            | 3/17/2017  |                 | \$ 12,007.00  |                  | \$ 12,007.00     |
| Amendment #3 (Geotech Construction Oversight)        | 8/3/2017   |                 | \$ 3,999.00   |                  | \$ 3,999.00      |
| Drainage Design                                      |            |                 | \$ 11,950.00  |                  | \$ 11,950.00     |
| Amendment #4                                         | 2/21/2018  |                 | \$ 44,009.00  |                  | \$ 30,806.90     |
| Current Engineering Contract Price                   |            | \$ 162,310.00   | \$ 130,189.00 | \$ 292,499.00    | \$ 291,988.65    |
| <b>TOTAL (current) PROJECT COST</b>                  |            |                 |               | \$ 1,780,255.00  | \$ 1,697,680.38  |
| <b>TOTAL (potential) PROJECT COST</b>                |            |                 |               | \$ 1,761,686.00  |                  |

- In my May report, I had indicated several areas where I had negotiated to stop the significant increase in Construction & Project Management/Engineering Costs. At that time the current project cost was \$1,609,856.00.

## City Manager's Report

- The current cost of \$1,697,680.38 represents an approximate 5% change over the last 5 months since May 2018. These costs were anticipated with the changes for the changes outlined in the May City Manager Report.
- Following a conference call on October 4, the final steps that Civil West is working on:
  - Obtain a final approval from Oregon Health Authority;
  - Ensuring that the contractor follows up on the outstanding items related to prevailing wages and the US Depart. of Labor request;
  - Provide a "Close Out Folder" with Project reports, drawings ('As Builts'), warranties, etc.;
  - Provide final payments and disbursement requests from IFA.
- A follow up is scheduled for Friday, October 12 to ensure continued progress and finalization of these remaining items.
- A reminder is scheduled for August 2019 to do a walk through and ensure there are no warranty items that need to be addressed.
- **Ocean View Drive:** The meeting in September was moved to Monday, October 8, 2018
- **Library:**
  - I spoke with the architect on Friday, September 21, 2018. The architect has provided 5 drawings for the 501 building and 5 drawings for expansion of the current library.
- **Continuing Education:**
  - The City Manager is asking to be excused from the November 7 Work Session to attend 1 of the multi-day classes required by The Oregon Office of Emergency Management recommended for personnel who are expected to perform in a management capacity in a situation. I have completed 3 of the classes that are offered online. The only other class will be for January 15-16, 2019 for onsite training. These classes are free of charge.
- **Yachats City Charter:**
  - Per the Council's direction from the Facilitated Meeting, I have looked to see if there is another way to add the City Manager other than the addition to the Charter. The answer is:
    - A temporary measure that would mirror a charter-created Manager position is not known. The point of the charter-created Manager position is that it is not a temporary measure, but is a city officer created through direct governmental authority from the voters through the charter. If the Council can create a temporary measure, then that means they can un-make that temporary measure. This ability to tweak the authority of the manager at the whim of the Council is what a charter-created manager seeks to limit.

## City Manager's Report

- Further, the City Attorney has this to say about the importance of the City Charter:

The Charter is the City's "constitution." If I were to say something about the importance of the City Manager as a Charter-created position, I would have the following thoughts:

Right now, the City has a Council form of government. The City's form of government is determined by the Charter. All the City's authority flows from the Charter to the Council. While the Council has the authority to hire a manager and delegate authority to the manager (via a job description and other supervisory actions), the manager position is not a Charter position under your current configuration, so the manager has no authority directly from the Charter.

In a Council-Manager form of government, the City Manager is a Charter-created position with certain specific authority granted by the Charter itself. This means that in certain limited areas, the City Manager has the authority to act granted by the Charter rather than delegated authority to act granted by the Council.

This may not sound like a big distinction, but it certainly can be a big distinction as a city government matures and grows. The biggest distinction is found in the area of personnel decisions. Most Council-Manager charters contain provisions that explicitly provide that the Manager is charged with personnel decisions and that the Council is specifically excluded from personnel decisions. If the City wants to maintain a professional City Manager, such a provision is likely going to be a requirement for future Managers. It means that the Manager is granted the authority by the Charter to run the daily operations of the City under the policy directions of the Council. It means that the Manager will have this authority even if the whims of the Council fluctuate with the political winds. With a Manager created by job description, the duties of the Manager and the authority of the Manager are only as firm as three votes on the Council at any one meeting. That does not create a lot of assurances for a professional manager. Essentially, a charter-created Manager position installs a limited check and balance to the political nature of Councilors. With a charter-created Manager, the Manager is able to make personnel decisions based upon the Manager's best judgment and professional experience, rather than based upon the political pressures of the Council. Of course, the Council has the ultimate authority to hire and fire the Manager, but the Manager can force the Council to take that step rather than bend to the political whims of a Council that may run counter to the Manager's professional judgment.

The League's "City Handbook" says the following about separation of powers as it relates to city government:

*SEPARATION OF POWERS AND FUNCTIONS Local government in the United States often does not operate under the separation of powers that is required for the federal government by the United States Constitution and for state governments by state constitutions. However, charters and*

## City Manager's Report

*statutes often require some type of separation of powers and functions in local government. In traditional council-manager government, the charter accords legislation and other basic policy making to the city council; administration, to the city manager; and adjudication, to the municipal judge.*

This separation of powers identified above is lacking in the City's current Charter with the Council form of government where the Council is the sole Charter-created body/official.

The League's City Handbook says the following about the Manager-Council form of government:

*COUNCIL-MANAGER FORM The chief characteristic of this form is that the council appoints a qualified professional person as city manager or administrator to take charge of the daily supervision of city affairs. The manager or administrator serves at the pleasure of the council.*

*The theory underlying the council-manager plan is that the council sets policy and the manager carries it out.*

*As noted in Chapter 2, an absolute separation between policy and administration does not really exist in city government or in other local governments. However, the council-manager plan works best when the council exercises its responsibility for policy leadership and respects the manager's leadership role and responsibility for administration.*

*Council-manager charters commonly include specific provisions that prohibit individual councilors from giving orders to city employees or from attempting to influence or coerce the manager with respect to appointments, purchasing, or other matters. However, the charters do not prohibit, and may affirmatively provide for, the council discussing administrative matters with the manager in open meetings.*

Section 8.1, of the League's Model Charter (which was provided at the facilitated meeting), starting on page 10 is the City Manager provision that creates the Manager's charter authority without undue political pressures from the Council. This provision can also be found at: <http://www.orcities.org/Portals/17/Library/ModelCharterUpdate01-19-18.pdf>

- **Loss of Water Pressure:**

There was a loss of water pressure on Friday, September 21, 2018. Water Lead Rick McClung researched the situation and provided the following report:

## City Manager's Report

After reviewing the chain of events that caused the Radar rd. reservoir to get low on water and effect customer water pressure, I have found it could have been prevented.

The reservoir that got low on water is the Radar rd. 250,000g that sits below the big 1-million-gallon reservoir. The level inside this reservoir does not change. It operates very similar to a toilet float valve. The float somehow -someway got stuck in the off position and did not drop with the level of the water.

There is no level transmission to the Water Plants SCADA system on this reservoir. The reservoir only has a low-level float alarm and that alarm system failed. This is the only remaining reservoir operating on antiquated equipment.

We can prevent this from happening again by updated the reservoir operating equipment and I plan to start this process on Monday 9/24/18.

Valve rebuild

SCADA system with redundant alarms

This process has been started and the Public Works Team will continue to monitor our aging infrastructure equipment to minimize significant disturbances like this loss in water pressure.

### Public Works Report

**Date:** October 1, 2018  
**To:** Shannon Beaucaire, City Manager  
**From:** Public Works Department  
**Re:** September 2018 Public Works Report

Rain fall at Yachats Public Works:

|                           | <u>Inches</u>      |                    |                    |                    |
|---------------------------|--------------------|--------------------|--------------------|--------------------|
| <b>Year</b>               | <b><u>2018</u></b> | <b><u>2017</u></b> | <b><u>2016</u></b> | <b><u>2015</u></b> |
| September                 | 0.73               | 1.70               | 1.30               | 0.11               |
| <b>Rain year to date:</b> | 37.47              | 54.57              | 32.35              | 24.77              |

Total water production: **3,933,800** gallons  
Total wastewater treated: **3,702,000** gallons

The following is a list of what was done by Public Works staff outside of normal operations:

**Streets:**

## **City Manager's Report**

- Filled potholes E.2<sup>nd</sup> St.
- Rocked W. Windy Way.

### **Drainage:**

- Cleaned reestablished drainage on Pacific View Drive.
- Reinstalled a culvert at the intersection of Pacific View Drive and Crestview Drive.

### **Water:**

- Plant maintenance
- Installing SCADA at old 250k reservoir.

### **Distribution Sys:**

- Repaired float on the old 250k reservoir.
- Moved water service on Gimlet Ln.
- Meter reading.

### **Sewer:**

- 1 load of biosolids to Heard Farms.
- Concrete pad poured and curing at solids processing bldg.
- Plant maintenance.

### **Collection Sys:**

- Completed repairs to the Quiet Water pump station control panel.
- Repaired control panel at Main pump station.
- Managed a power outage at Pontiac pump station.

### **Sewer & Water CIP:**

- Researching 2,000-gallon water trucks for sale.
- Researching 33x60 foot pole buildings.
- Researching vacuum trucks.

### **Public Works:**

- Shop maintenance
- Equipment maintenance
- Yard cleanup.
- Picked up brush pile and ground cloth for trails crew.
- Had Chevy service truck repaired.
- Replaced tracks on mini-excavator.



## **City Manager's Report**

### **Emergency Preparedness:**

- Completed the installation of the Tsunami blue lines.
- Attended Bold Planning Emergency Management Webinar
- Attended FEMA (FESP) Endangered Species Programmatic WCR-2016-6048 Webinar



DATE: October 8, 2018

TO: Yachats City Council

FROM: Shannon Beaucaire, City Manager

SUBJECT: Yachats IT RFP

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The purpose of this memo is to address concerns about the transparency of the IT RFP process. While all this information has been shared in pieces as we went through this process, this memo consolidates the information.

I've tried to be thorough, but concise. If there is a question or concern that is not addressed in this memo or the supporting documents, I am happy to address any questions or concerns.

**Background:**

In 2011/12 the City of Yachats began a cost-effective means of increasing productivity and public access to City information using technology. Subsequently, a lot of work has been invested in creating a database that supports the current functionalities of our current system.

Over the past year, citizens and staff have expressed frustrations about the ease of use in the current system. To fully understand the challenges, questions, and concerns, I met with Mr. Scott, Mr. Clements (the primary programmer who has developed the site applications), other IT professionals (such as programmers and IT Directors for other governmental organizations), and of course, citizens and staff.

After meeting with Mr. Scott & Mr. Clements on Saturday, February 3, 2018, we decided that it was best to hold a feedback session with staff and citizens to determine the precise issues so that efforts could be focused on solutions that would produce the greatest results.

On February 21, 2018 an all-day IT meeting was held with Mr. Clements onsite. The day culminated with a 2-hour staff feedback session and a 2-hour citizen feedback session. The notes from that session are attached to this memo.

**Challenges:**

Following the February 21<sup>st</sup> meeting, some changes were able to be made to the site. A challenge to tackling the large number of items listed from the February 21<sup>st</sup> IT Review, is that the City had one or two programmers available to work on projects and their time was limited because they had other full-time employment and demands on their time. This limited their availability to address issues that arose during business hours and incoming project work.

This is a common challenge in custom programming. When one, or a few individuals, design a very specific, custom program/database/site there is a saying in the industry..... ‘You are one illness or lottery ticket away from an unsupported system’. Meaning, if the individual(s) decide to not continue work on what they developed – for whatever reason – then it can be difficult to find another individual to support the work.

Mr. Scott & I worked together over the last year to try to find solutions that would not only address the feedback received by staff & citizens, but also preserve & enhance the work that had already been completed over the years.

In June 2018, Mr. Scott wrote a memo indicating that the entire contract should be put up for bid with additional recommendations. Mr. Scott indicated his intent for his team to bid on the RFP; therefore, he was unable to be a part of the RFP development process.

#### **Investment:**

Over the last five (5) fiscal years, the following is solely what the City has spent on database/website development. The Scott’s generous annual grant is noted.

| <b>Fiscal Year</b> | <b>Grant Amount</b> | <b>Actual Expenditures</b> |
|--------------------|---------------------|----------------------------|
| 2013/14            | \$10,000            | \$16,293.75                |
| 2014/15            | \$10,000            | \$18,874.81                |
| 2015/16            | \$10,000            | \$26,911.42                |
| 2016/17            | \$15,000            | \$27,400.83                |
| 2017/18            | \$15,000            | \$30,936.80                |
| <b>TOTALS</b>      | <b>\$60,000</b>     | <b>\$120,417.61</b>        |

During my research, I learned that municipalities generally utilize a benchmark of 1-4% for IT costs. This benchmark includes phones, personnel, hardware replacement, and software replacements & upgrades. Rebuilding mode might be upwards of 6%, but getting back to maintenance mode (day to day operations) the lower benchmark is appropriate.

The City currently has the following sites:

Yachatsoregon.org; GoYachats.com; beta-yachatsoregon.com.

The Beta side was approved by the City Manager to test new “features” to determine as many issues before the new feature went “live”. Having “bugs” in a live feature was a complaint the City Manager received.

Additionally, the City site does not incorporate other city divisions. The City currently pays for sites not currently incorporated into the City systems, such as the Trails website and Public Works website.

### **RFP Development/Process:**

Technology changes at an amazing pace. The purpose of the RFP was to determine what solutions currently existed that would enhance and preserve the unique functions that have been created over the years. Additional goals included, but were not limited to:

- 1) Incorporating all the City's divisions into one cohesive site;
- 2) Ensuring the City meets all requirements for municipal websites like ADA compliance (for example - requirements for sight impaired individuals), security, etc.;
- 3) Placing the City in a position of having a database and website that would endure far into the future at a fiscally sustainable level; and
- 4) Follow the municipal fiscal benchmark of including all IT costs – hardware, software, phones, personnel, etc.,

The attached chart is a visual timeline of the process created by those involved in the process. The timeline summarizes the activities at each point over the last year, as well as, the bid evaluations. As noted, the RFP was drafted utilizing Mr. Scott's recommendations, including the skills Mr. Scott recommended.

The RFP Initial Selection Committee was comprised of 4 key City Staff personnel who utilize the website; 2 technical advisors<sup>1</sup>; and 3 Yachats citizens<sup>2</sup>.

Following the initial selection committee review and scoring, a follow up interview committee met with the two top responders. A report was made to Council and the recommended candidate presented at the September 12 meeting.

### **Website Transition:**

The vision was to explore incorporation of new technology solutions, that may not have previously existed, that are now standard in municipal website design. Many of these companies

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<sup>1</sup> Lincoln City IT Director; IT Consultant, Frank, Rimmerman Consulting. Neither technical expert was compensated for his work on this project.

<sup>2</sup> Mr. Kerti: a local website designer and developer with a B.S. in Computer Science and more than a decade of experience in the field;

Mr. Lumley: IT experience as a military contractor providing support and system administration for satellite communications and networking through desktop.

Ms. May: Degree in computer science from Gardner-Webb University in NC. Worked as an analyst at Duke Energy in Charlotte NC. Completed my professional career at RR Donnley Printing Company as a project manager on a large scale manufacturing project.

have standardized, and worked out the bugs, of many features our citizens and staff were requesting.

However, that vision never included dismantling or eliminating the work that has already been accomplished. The goal was to enhance the work that has been meticulously done over the years and preserving that legacy. Therefore, the vision included freeing up the Mr. Clements to focus on fixing, updating, and creating those unique Yachats features that have been built over the years, while leveraging the technology that has developed for municipal sites.

Unfortunately, during this process it was learned that Mr. Clements programming time for the City would be restricted further due to additional full-time job responsibilities.

Nevertheless, Mr. Clements is dedicated to helping Yachats complete a smooth transition despite his limited time. Mr. Clements has been working with the City Manager, including meeting regarding domain registration consolidation and hosting, mapping out the database functionalities and determine which functions are connected to other functions, and anything else the City needs as we move forward. The City recognizes how limited Mr. Clements time is and is grateful for his support to support the system he carefully and diligently developed, while recognizing the demands of his employment.

Further, narrowing the selection to one vendor merely means the beginning of the negotiation process. It does not mean a contract is signed and the next day the system as we know it is turned off. Narrowing down to a single vendor allow us to ask more specific questions to ensure we are comfortable with the costs and the process they will use to transition the website. If during this process we do not think the vendor is the correct fit, we can end discussions with that vendor.

Additionally, it was always envisioned that this would be a very careful, phased process – working side by side with Mr. Clements and the vendor to make sure Yachats did not lose its unique features that have been thoughtfully created.

A concern has been raised about why the bids have not been made public on the website. Unfortunately, the file size is too large for our system to accommodate. I have a printout of the full 288 pages in the office. The submissions do have trade secrets redacted by the vendors, as permitted by Oregon public records law.

What is in the document library is the RFP, the Questions used by the selection committee, the references of the top two vendors, and notes on the meeting held with businesses, as well as, other IT development information. I will continue to load documents as this process moves forward.

I have tried to attach as many items here as possible to make a more complete package; however, I did not want to make this document too large. If there is something missing, please just ask. I am always happy to answer any additional questions & concerns.

## WEBSITE RFP PROCESS

**465 person-hours invested (including 65 hours from technical experts & 304 City Manager hours)**

~ one person working full-time for over 11½ months

| <b>INCEPTION</b><br>October 2017-May 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>INITIAL RFP DRAFT</b><br>June 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>BID PROCESS</b><br>July 2018                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>BID SELECTION</b><br>August 2018                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | <b>INTERVIEWS</b><br>September 2018                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>302 hours – 8 technical hrs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>37 hours – 5 technical hrs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | <b>7 hours – 1 technical hr</b>                                                                                                                                                                                                                                                                                                                                                                                                                        | <b>91 hours – 46 technical hrs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | <b>28 hours – 5 technical hrs</b>                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <b>Activity</b> <ol style="list-style-type: none"> <li>1. Ongoing weekly discussions with Scott on website and database status and work<sup>1</sup></li> <li>2. Research example RFPs</li> <li>3. Research example websites (CM sent Scott links to 3 websites and asked for input 1/11/18)</li> <li>4. Solicit website CMS proposals (2 companies sent proposals)</li> <li>5. Online interviews with Revize and CivicPlus<sup>2</sup></li> <li>6. Discussions about options with IT Directors, COG, web designers</li> <li>7. Public meeting on website issues with CM &amp; Scott</li> <li>8. Input from staff<sup>3</sup> on website/business processes functional problems</li> </ol> | <b>Activity</b> <ol style="list-style-type: none"> <li>1. Provide information to technical writer</li> <li>2. Draft RFP with input from:                             <ol style="list-style-type: none"> <li>a. Technical experts<sup>4,5</sup></li> <li>b. Scott<sup>6</sup></li> <li>c. Public</li> <li>d. Staff<sup>1</sup></li> </ol> </li> <li>3. Find coders to review draft (per Scott recommendation)</li> <li>4. Revise draft with input from:                             <ol style="list-style-type: none"> <li>a. 4 Staff<sup>1</sup></li> <li>b. 3 Citizens</li> <li>c. 2 Technical experts<sup>4,5</sup></li> </ol> </li> </ol> | <b>Activity</b> <ol style="list-style-type: none"> <li>1. Research potential bidders with input from COG.</li> <li>2. Research sites for posting RFP</li> <li>3. Prepare draft for final format</li> <li>4. Email RFP to 9 potential bidders<sup>8</sup></li> <li>5. Post RFP on League of Oregon Cities website &amp; Yachats website for 3 weeks (7/17/18-8/8/18)</li> <li>6. Received 11 letters of interest</li> <li>7. Received 7 bids</li> </ol> | <b>Activity</b> <ol style="list-style-type: none"> <li>1. Set up review panel                             <ol style="list-style-type: none"> <li>a. 4 Staff<sup>9</sup></li> <li>b. 3 Technical experts<sup>4,5,7</sup></li> <li>c. 2 Residents</li> </ol> </li> <li>2. Establish review process</li> <li>3. Create matrix for reviewing (created by technical expert)</li> <li>4. IT Director leads review session</li> <li>5. Score bids</li> <li>6. Recommend moving forward with Civic Plus and Jesse James Creative</li> </ol> | <b>Activities</b> <ol style="list-style-type: none"> <li>1. Assemble panel                             <ol style="list-style-type: none"> <li>a. 4 Staff<sup>9</sup></li> <li>b. 1 Technical Expert<sup>7</sup></li> <li>c. 2 Contract workers who regularly use website<sup>8</sup></li> </ol> </li> <li>2. Conduct 1 hour interviews with Civic Plus and Jesse James</li> <li>3. Preliminary research for 3<sup>rd</sup> party vendors for business applications</li> </ol> |

Sept 5, 2018  
REPORT TO  
COUNCIL

Sept 12, 2018  
COUNCIL  
INTERVIEW

REQUEST FOR  
MORE  
INFORMATION

### FOOTNOTES

<sup>1</sup> 2 meetings per week at 2 hrs, 3 meetings per week at 30 mins, 2 hrs per week preparation

<sup>2</sup> Scott participated in both online interviews

<sup>3</sup> Staff: Kimmie Jackson, Judy Richter, Dave Buckwald, Rick McClung

<sup>4</sup> Martin Cudek, IT Consultant, California

<sup>5</sup> Tony LaSoya, IT Director, Lincoln City

<sup>6</sup> Scott reports: a. 6/30/17 history/summary, b. list of developer skills needed, c. IT Reports (January, February, May, June), d. Feb 2018 Notes, e. 6/5/18 memo

<sup>7</sup> James Kerti, website and database developer, Yachats

<sup>8</sup> Revize, Net Tango, Govsites, EvoGov, TownWeb, Weblinx, CivicPlus, American Eagle, Mark Clements

<sup>9</sup> Heather Hoen, Helen Anderson



## RFP BID EVALUATIONS

| VENDOR      | COST      | ANNUAL MAINT | Reviewer A |     | Reviewer B |     | Reviewer C |     | Reviewer D |     | Reviewer E |     | Reviewer F |     | Reviewer G |     | TOTALS    |           |       |
|-------------|-----------|--------------|------------|-----|------------|-----|------------|-----|------------|-----|------------|-----|------------|-----|------------|-----|-----------|-----------|-------|
|             |           |              | PTS        | RNK | PTS        | RNK | PTS        | RNK | PTS        | RNK | PTS        | RNK | PTS        | RNK | PTS        | RNK | AVG SCORE | RNK       | % pts |
| Vendor 1    |           |              | 10         | 7   | 15         | 7   | 20         | 6   | 0          | 7   | 15         | 5   | 5          | 5   | 2          | 6   | 9.9       | 6.1       | 2     |
| Vendor 2    | \$8,000   |              | 30         | 5   | 35         | 6   | 80         | 5   | 20         | 5   | 0          | 7   | 0          | 7   | 15         | 5   | 27.5      | 5.5       | 5     |
| Vendor 3    | \$132,250 | \$7,300      | 20         | 6   | 60         | 5   | 0          | 7   | 17         | 6   | 0          | 7   | 0          | 7   | 30         | 4   | 15.9      | 6.1       | 3     |
| Vendor 4    | \$17,500  | \$6,500      | 55         | 4   | 125        | 4   | 100        | 4   | 55         | 4   | 55         | 4   | 40         | 4   |            |     | 66.6      | 4.1       | 12    |
| Vendor 5    | \$9,900   | \$1,800      | 175        | 2   | 140        | 3   | 125        | 3   | 80         | 3   | 100        | 2   | 100        | 3   | 125        | 3   | 112.5     | 2@#2,6@#3 | 20    |
| Jesse James | \$28,500  | \$4,200      | 150        | 3   | 170        | 2   | 130        | 2   | 135        | 2   | 85         | 3   | 125        | 2   | 185        | 2   | 136.9     | 6@#2,2@#3 | 25    |
| Civic Plus  | \$27,900  | \$5,000      | 200        | 1   | 185        | 1   | 175        | 1   | 165        | 1   | 200        | 1   | 145        | 1   | 190        | 1   | 180.6     | all #1    | 33    |

### Staff Major points of frustration

- Systems can generate output, but takes up way too much time to use
- Output must be checked because data is not reliable
- Spend way more time using system than old methods of by hand or with spreadsheets
- Difficulty generating reports / Must do customized coding to change content and format
- Double booking in facilities
- Calendars don't talk to each other – need to hand compare three calendars
- Can't print calendars or generate reports of activities by day, week, month, year or room
- Non-City meetings end up posted on City's home page
- Cannot require certain information in licensing because one form for everything
- Complaint that they were never asked what they needed
- Complaint of going live before testing changes
- Data inaccurate, in part because too many variables to check and uncheck
- No maintenance plan for database

### Example staff complaint and handling:

Staff reported issue with not being able to collect monthly payments on taxes. Current system only allows one payment per quarter.

- IT responded that making that happen would require extensive changes to existing database
- IT asserted it would be more work for staff because staff would have to enter 12 times rather than 4 times

Staff responded it would be easier than having to manually process the extra payments





### **Incorporation of information from Scott**

1. IT History and Review (6/30/17)
  - a. incorporated 3 identified goals for website:
    - i. make information available to all
    - ii. reduce labor intensive staff work
    - iii. provide information to support decisions on policy, regulations, and financial planning
  - b. Scott recognized: "lack of staff and user involvement in project planning phase"
  - c. incorporated plans for 8 pending projects and objectives
2. Scott's list of developer skills required: incorporated 15 skills needed to work with database
3. IT Reports (2018 - January, February, May, June): incorporated goals and next steps
4. Notes from public meeting (February 2018): incorporated 2.5 pages of staff comments and 2 pages of public comments
5. Incorporated one page letter from citizen (Perman)
6. Incorporated 3 identified needs (6/5/18):
  - a. suggestion to put entire contract up for bid (CMS and continued database work) and ask for per hour rather than flat-rate cost
  - b. suggestion to ask for detailed credentials for actual workers on the project
  - c. suggestion to have two people with database experience to be involved in process and interview panel to ask technological questions
7. Two employees recall Scott stating he could not be part of the RFP process as he and Mr. Clements were going to bid.
8. Scott participated in two online demonstrations with CivicPlus and Revize





**CITY OF YACHATS  
REQUEST FOR PROPOSAL  
Website Redesign, Hosting, and Support**

**Due: August 8, 2018 by 4:00 pm PST**

## Table of Contents

|                                                   |    |
|---------------------------------------------------|----|
| Introduction .....                                | 3  |
| Project Requirements .....                        | 5  |
| Requested Information and Proposal Format .....   | 10 |
| 1. Company Profile.....                           | 10 |
| 2. References .....                               | 10 |
| 3. Proposal Terms .....                           | 11 |
| 4. Project Plan .....                             | 11 |
| 5. Project Budget.....                            | 12 |
| Proposal Evaluation and Selection Process .....   | 12 |
| APPENDIX A: CURRENT CITY OF YACHATS WEBSITE ..... | 14 |

## Introduction

The City of Yachats is a small coastal city located in Lincoln County, Oregon that is home to 740 residents. The principal industries of Lincoln County are lumber, fishing, tourism and recreation and food products manufacturing – the City's main industry is tourism. Yachats has a very active volunteer force.

The overall goal is to redesign the website to improve citizen engagement, to increase communication, and to provide transparency of government, to incorporate current website technologies, all with simple navigation. An opportunity exists to re-engineer the site to better reflect the City's emphasis on improving citizen engagement, communication and using the latest technology. The City also wants to continue integration of licensing and billing systems, a facilities reservation system, and an email/text notification system into the site.

The City of Yachats received feedback from citizens and staff in a series of meetings. That feedback is summarized in the Table under Project Requirements and includes topics such as: increase user friendliness with one or two click navigation, mobile device compatibility, an easy to use reservation & calendaring system, integration with social media platforms that will enable the City to broadcast and publish information to multiple sites and locations. The selected system should provide for quick & easy uploading of documents by staff to the front page and into the document library and a way for simple navigation and intuitive retrieval of those documents by citizens and staff. Vendors should focus on the table as objectives identified with this request.

The City of Yachats is seeking the services of an experienced website design firm to re-design, develop, implement, and host a website for the City. The City recognizes the importance of having a website that provides effective citizen engagement and communication and functions as a single source site of information for the following constituencies:

- Residents looking for current information regarding City Council and City Commission/Committee meetings and minutes, community activities, form applications, policies, contact information, and utility billing. Residents want a simple way to contact City government and have their inquiries routed to the appropriate personnel. Residents rely heavily on the City calendar for finding events and meeting times.
- Local businesses needing easy methods to access regulations and policies affecting their operations as well as obtain relevant licenses and make payments of required fees.
- Regular visitors who want to stay abreast of City business and events by easily searching site content and subscribing to periodic site updates such as the City newsletter.
- Tourists who seek information on services and activities available in the City. Tourists are drawn to the active, welcoming, and vibrant nature of the community.
- City staff who need to have a full featured, easy to manage content management system (CMS) for posting and changing content, updating and managing multiple calendars and responding to inquiries posted to the site without needing to have extensive technical knowledge. Staff need

front and backend access to a reservations system that can provide daily, weekly, monthly, and summary information on schedules.

- Facilities Users/Event Planners seeking information about facilities and availability and wanting a simple way to reserve rooms and equipment.

The resulting website should be based in current, commercially available web technologies, be professional and appealing in appearance, and offer users a simple, consistent navigation scheme to promote:

- Improved citizen engagement;
- Increased communication between residents, the visiting public and government; and
- Provide governmental transparency.

The following are the business goals of the project:

- Migrate the City's existing web site content to a new platform and standardize on a layout and functionality that will be easy for users to navigate and comply with existing federal and state regulations.
- Implement an easy to use content management system (CMS) and train City staff to manage information on the site.
- Integrate existing City databases and applications (Licensing, Billing, Reservations).
- Combine multiple existing sites ([www.yachatspw.com](http://www.yachatspw.com) for Public Works, [www.goyachats.com](http://www.goyachats.com) for visitor destination and event information) into a single hosted site as well as, have other departments located within a single site.
- Allow for adding new information or design elements to the site, incorporating 3<sup>rd</sup> party products and applications and updating features as suggested by the City and its residents.

Vendor qualification will be based upon multiple factors such as technical capability and staffing, prior experience in providing solutions to small governmental entities, the proven ability to work within mutually agreed upon time and budget constraints and a solid project governance and communications protocol.

Appendix A contains the current menu and site structure of the City's existing web site.

## Project Requirements

The City of Yachats desires a website that provides electronic access to services and information with clean, obvious, and intuitive one- or two-click access to desired resources. Priority information includes forms and applications, processes and procedures, meeting information including agendas and minutes, policies, reservations, the calendar, and other activities

The following table contains the functionality requirements for the project. Proposals should indicate how the numbered requirements are met. Applicants may opt to complete the table and attach to their proposal.

| ID | TOPIC        | OBJECTIVE                                                                                                                                                                                                                                                                                                                                       | HOW DOES VENDOR FULFILL OBJECTIVE? |
|----|--------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| 1  | DESIGN THEME | Create an appearance with:<br>a. Consistent format and graphical look for all pages<br>b. Use of graphics/icons to visually enhance text<br>c. Menu dropdowns, popups, and hovers that provide intuitive location within the site.<br>d. Clear link to homepage from all pages                                                                  |                                    |
| 2  |              | Promote a consistent image of the City as a welcoming and active community                                                                                                                                                                                                                                                                      |                                    |
| 3  |              | Promote the ability of citizens to self-service (access to forms, payment processing, etc.)                                                                                                                                                                                                                                                     |                                    |
| 4  | NAVIGATION   | Have intuitive, simple navigation to be user-friendly to experienced and novice users                                                                                                                                                                                                                                                           |                                    |
| 5  |              | Clear site, one- or two-click, site navigation using intuitive menus (hover dropdowns) to key departments and resources, including Planning/Land Use, Public Works, Code Enforcement, Accounting and Billing, Utilities, Council and Commissions, Facilities Reservations, Government Business, Policies and Regulations, Library, Trails, etc. |                                    |
| 6  |              | Locate city staff/official contact information search with ability to send email from site.                                                                                                                                                                                                                                                     |                                    |
| 7  |              | Enable easy citizen self-service access to forms, payment processing, and information. Simple, intuitive navigation functionality to accommodate experienced and novice site users.                                                                                                                                                             |                                    |



|    |             |                                                                                                                                                                                                                                                                                      |  |
|----|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 8  | SITE SEARCH | Full site search capability for documents by type (policies, regulations, minutes, schedule/calendar, forms), key word (Commons, reservations, meetings), date (upload date, event/meeting date) or title.                                                                           |  |
| 9  |             | Ability to create special purpose pages (emergency notifications, county/state emergency/disaster pages) and to promote those pages under certain conditions.                                                                                                                        |  |
| 10 | CONTENT     | Have one host site (combine yachatsoregon.org and goyachats.com)                                                                                                                                                                                                                     |  |
| 11 |             | Integrate separate websites into one site, such as Trails (yachatstrails.org), Library, Public Works (yachatspw.com). Ability for website to combine multiple sites/departments into a single location. Ability to migrate data & content from existing websites managed by the City |  |
| 12 |             | Postings for news updates, including integration for specific posts to be shared onto social media. Ability for specific document updates or postings to be directed to social media Ability to access links on site to email/phone City staff                                       |  |
| 13 |             | Ability for user to sign up for notification of changes to specific content areas and to receive Newsletter and other updates. Ideally would allow for email or text message notifications                                                                                           |  |
| 14 | MANAGEMENT  | Allow for easy updating of site components by non-technical staff to post, edit, and upload without coding skills                                                                                                                                                                    |  |
| 15 |             | Ability for public users to upload documents to a public portal and allow staff to post to site. Public Photo Gallery. Ability to link mapping locations (Google/Bing Maps)                                                                                                          |  |
| 16 |             | Allow different levels of access for content management by non-technical staff. Staff should be able to add/modify forms, add/update news items, send email/SMS notifications, upload documents, revise content, post meeting                                                        |  |

|                                   |                            |                                                                                                                                                                                                                       |  |
|-----------------------------------|----------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|                                   |                            | information (including dates, agendas, and minutes), and perform other updates and maintenance work. Document automatic date controls (expiration dates)                                                              |  |
| 17                                |                            | Allow a given document to be linked in multiple site locations so that updates to the document are reflected throughout the site. Document links to single or multiple locations.                                     |  |
| 18                                |                            | Track document workflow upload date, changes/date edited, and author/editor – pre-stage, current, archive                                                                                                             |  |
| 19                                |                            | Be automated for editing so that a change in one place occurs throughout the site. Allow for automated document link updates so that changing a document location or category on the site updates the existing links. |  |
| <b>APPLICATIONS &amp; MODULES</b> |                            |                                                                                                                                                                                                                       |  |
| 20                                | <b>A. DOCUMENT LIBRARY</b> | Must be fully searchable by title, keyword and date                                                                                                                                                                   |  |
| 21                                |                            | Must offer simple, streamlined upload of new documents                                                                                                                                                                |  |
| 22                                |                            | Front page access to agendas, minutes, and meeting packets (City Council, 5 Commissions, 3 Committees)                                                                                                                |  |
| 23                                | <b>B. FORMS</b>            | Ability for staff to create and manage forms and have form content be directed to relevant parties. Ability to fill out forms related to filing complaints, permit applications, land use matters & other issues.     |  |
| 24                                |                            | Need ability to direct a given form to relevant parties                                                                                                                                                               |  |
| 25                                |                            | Create online fillable forms for applications, permits, and various request forms (Estimated at least 35 forms)                                                                                                       |  |
| 26                                |                            | Interactive online forms with ability to add survey questions & route responses to relevant departments (radio buttons, multiple choice, rating scales, etc.)                                                         |  |
| 27                                |                            | Ability to route form responses to relevant parties and export data collected to Excel. Ability to route emails from specific content areas to appropriate staff.                                                     |  |

|    |                        |                                                                                                                                                                                                                                                                                         |  |
|----|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
| 28 | C. RESERVATIONS SYSTEM | Room reservation calendar system that provides appropriate levels of access to the public and City staff to request, manage, respond and update to reservations to City building, equipment and other resources. Provide reservation system for 12 spaces that can:                     |  |
| 29 |                        | Enable viewing and printing by day, week, and month                                                                                                                                                                                                                                     |  |
| 30 |                        | Have public and administrative distinctions in what can be viewed                                                                                                                                                                                                                       |  |
| 31 |                        | Interface with City meeting calendar (public version)                                                                                                                                                                                                                                   |  |
| 32 |                        | Allow for backend blocking of time for administration, such as setup and cleanup                                                                                                                                                                                                        |  |
| 33 |                        | Allow for recurring events (weekly, monthly)                                                                                                                                                                                                                                            |  |
| 34 |                        | Allow for booking of different rooms and times in one reservation                                                                                                                                                                                                                       |  |
| 35 |                        | Integrate rental costs                                                                                                                                                                                                                                                                  |  |
| 36 | D. CALENDAR            | Calendar for public meetings and events on City property (should pull events from reservations system). Manage multiple calendars including the ability to merge calendars into a single document. Ability to send ICS or other email calendar file to subscribers.                     |  |
| 37 | E. VOLUNTEER LOG       | Enable creating user (public) accounts to track hours volunteered that could provide summary data on all volunteer activities                                                                                                                                                           |  |
| 38 | F. UTILITY BILLING     | Incorporate online payment portal for utility billing (Munibilling)                                                                                                                                                                                                                     |  |
| 39 |                        | Interface with existing utility billing system for uploading meter reads (using Sensus software on City computers), exporting usage data to Munibilling, and creating customer bills (using standard formats such as XML, JSON)                                                         |  |
| 40 | G. PAYMENT PROCESSING  | Make recommendations for payment collection and reporting for tax collection (food and beverage, transient rentals), licensing fees, rental fees, and property-related development charges with integration to City's bank & 3 <sup>rd</sup> party billing providers. This system could |  |

|    |                    |                                                                                                                                                                                                                                                                                                                    |  |
|----|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|
|    |                    | interface with the existing payments systems or be incorporated as separate modules. Ability to link internal and external payment systems. Ability to link external finance applications or export data into standard formats (XML, JSON)                                                                         |  |
| 41 | PROPERTY DATA BASE | Incorporate interface with existing City applications databases such as property database where applicable                                                                                                                                                                                                         |  |
| 42 |                    | Retain property data base editing capabilities                                                                                                                                                                                                                                                                     |  |
| 43 | POSTS              | Provide real-time news and content, such as latest news section on home page, site crawler, pop-up, or other feature                                                                                                                                                                                               |  |
| 44 | SOCIAL MEDIA       | Allow users to share across various social media platforms. Social Media integration.                                                                                                                                                                                                                              |  |
| 45 | GENERAL DESIGN     | Allow for quick loading pages, files, and images. Ability to link external websites.                                                                                                                                                                                                                               |  |
| 46 |                    | Ability for users to print pages from site to local devices                                                                                                                                                                                                                                                        |  |
| 47 |                    | Prioritize access to information over presentation of pictures/graphics                                                                                                                                                                                                                                            |  |
| 48 |                    | Provide a framework that permits future expansion and addition of new online services such audio and/or video streaming of meetings                                                                                                                                                                                |  |
| 49 |                    | Techniques to ensure Search Engine Optimization (SEO) and compatibility across multiple browsers                                                                                                                                                                                                                   |  |
| 50 |                    | Optimize for mobile devices                                                                                                                                                                                                                                                                                        |  |
| 51 |                    | Meet current ADA Web Content Accessibility Guidelines                                                                                                                                                                                                                                                              |  |
| 52 |                    | Compliant with Oregon public records laws                                                                                                                                                                                                                                                                          |  |
| 53 | SECURITY           | Incorporate a timely backup system                                                                                                                                                                                                                                                                                 |  |
| 54 |                    | Include disaster/recovery plan. Audit reports or history which detail actions performed on the site.                                                                                                                                                                                                               |  |
| 55 |                    | Incorporate role based security system that controls management and access of all site elements such as public user, administrative user hierarchy with ability to tailor both roles with specific functional permission. Document security processes (upload, edit, move); Document controls (approval, deletion) |  |

|    |                      |                                                                                                 |  |
|----|----------------------|-------------------------------------------------------------------------------------------------|--|
| 56 | CONTENT<br>MIGRATION | Transfer relevant content from exiting sites to new site and archive unused information         |  |
| 57 | ANALYTICS            | Ability to report on site metrics (site usage, popular documents, email traffic and responses). |  |

The City will consider alternative suggestions to above-listed elements as long as the basic function requested is met.

The existing document library, property database, license and tax database, and website use the following: C# on .NET Framework, ASP.NET MVC including Razor, LINQ to SQL, HTML 5 and CSS 3.0 (and less), JavaScript and TypeScript, SQL Server Reporting Services, JQuery UI, React, YUI Grids, and Entity Framework 6.

## Requested Information and Proposal Format

All proposals must be submitted in accordance with the instructions outlined herein to receive consideration. Any firm submitting inadequate, incorrect, or incomplete information may not receive consideration. Proposals should be brief and to the point. The City of Yachats reserves the right to waive irregularities in the proposal, reject any and all proposals and to request additional information from responding firms if deemed necessary.

Proposals must include the following:

### 1. Company Profile

- a. Firm name, address, telephone, principal contacts, and email address.
- b. Number of years in operation.
- c. Primary business activities.
- d. List company officers and form of legal business organization.
- e. If company is owned by entities other than company officers, provide a list or description of the entity or entities.
- f. List of proposed primary technical team to be assigned to the project, including technical responsibilities, length of employment, technical competencies (development languages, network communications/security protocols), relevant education and/or certifications.
- g. Description of standard development cycle and client engagement methodology.
- h. Description of current technologies used to design and deliver solutions.

### 2. References

Describe your experience in delivering successful projects for the municipal government market including:

- a. Experience with organizations located within the State or Oregon.
  - i. Name of municipality
  - ii. Contact information of personnel involved in the project
  - iii. List of features/capabilities and services delivered
  - iv. Overall project budget amount and project duration

- v. Length of business relationship (e.g. 5 years after initial design & implementation)
    - vi. Site URL
  - b. Please provide at least 3 successful projects for municipalities of the City's size and economic sphere.
    - i. Name of municipality.
    - ii. Contact information of personnel involved in the project.
    - iii. List of features/capabilities and services delivered
    - iv. Overall project budget amount and project duration
    - v. Length of business relationship (e.g. 5 years after initial design & implementation)
    - vi. Site URL.

If your organization does not have experience with delivering projects in the municipal governmental market, describe any related work performed for governmental agencies or other governmental clients. Please include:

- i. Name of agency or client.
- ii. Contact information of personnel involved in the project.
- iii. List of features/capabilities and services delivered.
- iv. Approximate project budget amount and project duration.
- v. Length of business relationship (e.g. 5 years after initial design & implementation)
- vi. Site URL.

### 3. Proposal Terms

- a. Proposed agreement structure to include:
  - i. Initial contract length and conditions
  - ii. Renewal options
  - iii. Hosting service level agreement.
  - iv. Support plan scope, terms, levels of service, service level agreement (SLA)
- b. Non-disclosure agreement (NDA) term and conditions.
- c. Description of project acceptance criteria, terms, and remediation procedures.
- d. Description of change order criteria, process and terms.

### 4. Project Plan

- a. Identification of any sub-contractors that will participate in the development, training, or hosting of the website.
- b. Identification of any third-party applications, services, or contractors necessary in order to provide a coherent end product that the proposer recommends be utilized in their proposed website. These components should be addressed in the schedule and budget.
- c. Project milestone dates.

Note: It is understood that this project may require multiple iterations of review and approval, and that the initial start and end dates for the following project milestones may change.

- i. Initial design consultation
- ii. Completion of design concept for presentation to City
- iii. Completion of website prototype
- iv. Prototype testing period

- v. Gap/fit determination and remediation
    - vi. Training (Administrator, general user)
    - vii. Go live date
  - d. Training plan for administrators and staff
- 5. Project Budget
  - a. Detail the project budget into one-time and recurring/future cost elements
  - b. One-Time
    - i. Web Site Redesign:
      - 1. Site Development (navigation layout, content migration, graphics standards, and elements)
      - 2. 3rd-party applications or plugins costs
      - 3. Additional costs related to site re-design and deployment
    - ii. Staff Training
  - c. Recurring/Future Costs:
    - i. Maintenance and Support
    - ii. Estimated future site “refresh”
    - iii. Software or other license fees
    - iv. Expected monthly site fees

## Proposal Evaluation and Selection Process

It is the intent of the City of Yachats to receive competitive proposals from firms having specific experience and qualifications in the areas identified in this solicitation. Under competitive negotiation procedures, the terms of the service contract, the price of the service, the method of service delivery and conditions of performance are all negotiable. The negotiated contract will be awarded to the agency that best meets the proposed needs at a reasonable price, not necessarily at the lowest price.

Proposals will be evaluated by City Staff and a Selection Committee based on:

- a. Experience in web design, specifically for cities of a similar size
- b. Ability to provide ongoing support, including support during business hours and response times
- c. Extent to which the design concepts reflect the objectives for the City website
- d. Comprehensiveness of proposal
- e. References
- f. Costs and ability to stay within budget
- g. Ability to deliver work according to proposed timeline

### Final Selection

Following the review of the proposals, and possible presentation and interviews, the City may further invite a firm or firms to meet with City staff prior to making a final determination to address additional inquiries and to discuss and/or negotiate terms and conditions for a final contract. The top respondents may be asked to virtually present their proposals and provide a demonstration of sample projects to the Yachats Community or City Council.

Following the review process, it is the Intent of the City to enter into an agreement with a firm to provide the services listed in this RFP. However, the City reserves the right to reject any and/or all proposals received; waive any informality in proposals; and to accept, reject, and/or add any items when such actions are in the best interest of the City.

### **Agreement**

The selected firm will be required to enter into a negotiated Agreement with the City to provide the services listed in this RFP and to specify the guaranteed update/availability of the website and anticipated restoration timeframes and any additional costs. Minimum uptime should be 99.99%, 24/7/365 for hosting platform, CMS, server site database integrations and any other application hosting. Such Agreement shall not be effective unless and until approved by the City Manager and potentially the City Council. Upon approval of the Agreement, the successful firm shall start within 30 days.

### **Official Contact**

Please direct any questions regarding the scope of services and/or the RFP process must be directed to:

Shannon Beaucaire, City Manager  
PO Box 345  
441 Highway 101 N  
Yachats, OR 97498  
541-547-3565 fax: 541-547-3063  
Shannon@YachatsMail.org

One hard copy and one electronic file on thumb drive of the proposal in a sealed envelope marked, **"Confidential: City of Yachats Website Redevelopment Proposal"** must be delivered to the above contact no later than **Friday, August 8, 2018 at 4 pm PST**. Facsimile transmitted proposals will not be accepted. Late proposals will be kept by the City, but not considered for award. Proposals must be sealed and clearly addressed and marked with the RFP title.

### **Proposed Timeline**

The City anticipates the following schedule of events: \*

|                              |                           |
|------------------------------|---------------------------|
| RFP Advertised               | July 17, 2018             |
| Proposals Due                | August 8, 2018 at 4 pm    |
| Interviews, if necessary     | August 13-17, 2018        |
| Notice of Intent to Award    | August 22, 2018           |
| City Council Vendor Approval | September 5, 2018         |
| Contract Finalized           | September 10, 2018        |
| Development and Conversion   | September - December 2018 |
| Training                     | January 2019              |
| Anticipated "Go Live"        | February 2019             |

\*Dates are approximate and subject to change



## APPENDIX A: CURRENT CITY OF YACHATS WEBSITE

### Menu and Site Structure

| CURRENT MENU |           | MENU PAGE                   | Page Type                |
|--------------|-----------|-----------------------------|--------------------------|
| TABS         | DROP DOWN | MENU ON NEW PAGE            | Link or PDF              |
| How do I     |           |                             |                          |
|              | Apply For |                             |                          |
|              |           | Alcohol Permit              | PDF                      |
|              |           | B & B Application           | PDF                      |
|              |           | City License                | req lic page             |
|              |           | City Reservation            | help page w img          |
|              |           | Chicken Permit              | PDF                      |
|              |           | Commission Application      | PDF                      |
|              |           | Driveway Culvert            | PDF                      |
|              |           | Excavation & Fill Permit    | PDF                      |
|              |           | Home Occupation Certificate | PDF                      |
|              |           | Information Request         | PDF                      |
|              |           | Land Use Application        | PDF                      |
|              |           | Low Income Waiver - Water   | PDF                      |
|              |           | Partition/Subdivision       | PDF                      |
|              |           | Property Line Adjustment    | PDF                      |
|              |           | PUD Application             | PDF                      |
|              |           | Riparian Buffer Permit      | PDF                      |
|              |           | Sign Permit                 | PDF                      |
|              |           | Utility Bill Evaluation     | PDF                      |
|              |           | Water Service               | PDF                      |
|              |           | Water Service Temporary     | PDF                      |
|              | Locate    |                             |                          |
|              |           | About Us                    | page                     |
|              |           | Area maps                   | page link to map pdfs    |
|              |           | CC&R's for Yachats          | page - doc lib search    |
|              |           | City E-mail Addresses       | PDF                      |
|              |           | Construction Info           | PDF                      |
|              |           | Council/Commission Members  | PDF                      |
|              |           | Demographic Info            | page w links - some dead |
|              |           | Document Library            | page                     |

| CURRENT MENU |                            | MENU PAGE                   | Page Type                                                          |
|--------------|----------------------------|-----------------------------|--------------------------------------------------------------------|
| TABS         | DROP DOWN                  | MENU ON NEW PAGE            | Link or PDF                                                        |
|              |                            | Emergency Information       | PDF                                                                |
|              |                            | Food & Lodging              | goyachats                                                          |
|              |                            | History                     | page w links                                                       |
|              |                            | Maps                        | page w links to docs                                               |
|              |                            | Drainage Basin Map          | PDF                                                                |
|              |                            | Neighborhood Map            | PDF                                                                |
|              |                            | Sewer Basin Map             | PDF                                                                |
|              |                            | Urban Renewal Map           | PDF                                                                |
|              |                            | Water System Map            | PDF                                                                |
|              |                            | Zoning map                  | PDF                                                                |
|              |                            | My Water/Sewer Account      | page - munibilling login                                           |
|              |                            | Neighborhood Map            | PDF                                                                |
|              |                            | Policies & Regulations      | This section is same thing as Policies & Regs under Government TAB |
|              |                            | Trails Information          | page - trails site                                                 |
|              |                            | Tsunami Information         | PDF (not current)                                                  |
|              |                            | Vacation Rentals            | page - goyachats                                                   |
|              |                            | Zoning Map                  | PDF                                                                |
|              |                            | Property Information        | page                                                               |
|              | Pay for                    |                             |                                                                    |
|              |                            | City Taxes                  | page - goyachats login                                             |
|              |                            | Water Sewer Bill            | page login                                                         |
|              | Search for information     |                             |                                                                    |
|              |                            | Document Library            | page                                                               |
|              |                            | Doc. Library Search Help    | img                                                                |
|              |                            | Index Filter Search Results | img                                                                |
|              |                            | Home Page Search            | img                                                                |
| Reports      |                            |                             |                                                                    |
|              | Taxes Due                  |                             | page - goyachats login                                             |
|              | Code Violations            |                             | PDF (form)                                                         |
|              | Comp. Plan Survey          |                             | PDF                                                                |
|              | Vacation Rental Complaints |                             | PDF (form)                                                         |
|              | Water Reports              |                             |                                                                    |
|              |                            | Rainfall - by month         | PDF                                                                |
|              |                            | River Monitor               | page - state site                                                  |
|              |                            | Water Report                | PDF - under construction                                           |
|              |                            | Water Use                   | page - go yachats                                                  |

| CURRENT MENU |                        | MENU PAGE                    | Page Type               |
|--------------|------------------------|------------------------------|-------------------------|
| TABS         | DROP DOWN              | MENU ON NEW PAGE             | Link or PDF             |
|              |                        | Water Use - Business Filters | similar to above        |
|              |                        | Water Use - Local Filter     | similar to above        |
|              |                        | Weather - Sewer Plant        | page - abt WEATHER      |
|              | Yachats<br>Taxes       |                              | page - goyachats login  |
| Live/Visit   |                        |                              |                         |
|              | About Us               |                              | page                    |
|              | Attractions            |                              | page - goyachats        |
|              | Event<br>Calendar      |                              | page - goyachats        |
|              | GoYachats              |                              | page - goyachats        |
|              | Library<br>Catalog     |                              | page - lib page         |
|              | Property Information   |                              | page                    |
|              | Trails Information     |                              | page Trails Website     |
|              | Utility Billing        |                              | Cust Portal Munibilling |
|              | Virtual Tours          |                              | page - goyachats        |
|              | Yachats Weather        |                              | page - weather site     |
| Government   |                        |                              |                         |
|              | About Us               |                              | same as above           |
|              | Council & Commissions  |                              | PDF                     |
|              | Citizen's Handbook     |                              | PDF                     |
|              | Document Library       |                              | page                    |
|              | Forms & Application    |                              | doc lib page            |
|              | Library<br>Catalog     |                              | page - lib site         |
|              | Policies & Regulations |                              |                         |
|              |                        | Administrative Policies      | PDF - all 23            |
|              |                        | Comprehensive Plan           | PDF - large             |
|              |                        | Comp Plan Survey Results     | PDF                     |
|              |                        | Council Rules                | PDF - large             |
|              |                        | Document Library             | page                    |
|              |                        | Governing Authority          | PDF                     |
|              |                        | Parks & Commons Policies     | PDF - large             |
|              |                        | Yachats Charter              | PDF                     |
|              |                        | Yachats Code                 | page - code online      |
|              |                        | Zoning Map                   | PDF                     |
|              | Newsletters            |                              | links to doc lib        |
|              | Property Information   |                              |                         |
|              |                        | Lien Docket                  | PDF                     |

| CURRENT MENU |                         | MENU PAGE          | Page Type                   |
|--------------|-------------------------|--------------------|-----------------------------|
| TABS         | DROP DOWN               | MENU ON NEW PAGE   | Link or PDF                 |
|              |                         | Property Inventory | page                        |
|              |                         | Zone Map           | PDF                         |
| Business     |                         |                    |                             |
|              | Business License        |                    | page                        |
|              | Chamber of Commerce     |                    | page                        |
|              | Food and Lodging        |                    | page                        |
|              | Service Categories      |                    | page                        |
|              | Tax Forms               |                    | links to goyachats login pg |
|              | Vacation Rental License |                    | page                        |
| Search       |                         |                    |                             |
|              | shows google search box |                    |                             |
| Login        |                         |                    | opens login page            |



## IT RFP Selection — Candidate Name / Date:

| Situation & Question                                                                                                                | Maximum Points | Considerations                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Notes | Score |
|-------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------|-------|
| Specialized, demonstrable experience in the type of work to be performed, specifically including work in a city with similar needs. | 40             | Expect to see live examples of completed projects. Evaluate how similar those websites are in terms of features and appearance. See if they appear closely related. While it could mean they have a system that works, it also might be a discouraging sign about their ability to tailor their product specifically to our needs, especially if there are custom functionalities (or future enhancements) we require outside of what they've shown us.                                                                                           |       |       |
| Extent to which the proposal represents a comprehensive and direct response to the objectives for the City website.                 | 35             | Evaluate the extent to which the proposal demonstrates a thorough understanding of the needs of the City of Yachats and addresses the RFP. This area could offer an opportunity for a design firm that lacks high end municipal website experience to distinguish itself with a proposal that shows they understand our needs despite lacking experience in this domain.                                                                                                                                                                          |       |       |
| Flexibility and extendibility of proposed technology.                                                                               | 30             | Our selection committee should endeavor to learn: (1) if this technology can reasonably be expected to function adequately and keep up with anticipated market trends for the scope of the project, (2) if we can expect our future needs to be met in a timely manner, including ongoing support and future enhancements, and (3) if the business relationship with the company were to end prematurely for whatever reason, whether the City of Yachats could expect to find another company familiar enough with this technology to take over. |       |       |
| Qualifications and experience of the staff assigned by proposer to perform these services.                                          | 30             | College degrees could be considered overvalued, as there are many skilled engineers without computer science degrees. Work experience matters much more. Our selection committee should look to discover the level of cohesion and continuity among the team assigned to work on the project. If we see signs of high turnover, we might consider it a red flag. Continuity tells us we can expect a reliable partner.                                                                                                                            |       |       |
| Ability to provide reliable, prompt ongoing support, including distance from the city.                                              | 25             | Lean on their references. We look to strike a balance and avoid choosing a partner with counterproductive local entanglements or one too distant (or otherwise disconnected) from the City of Yachats to provide adequate support and updates.                                                                                                                                                                                                                                                                                                    |       |       |

|                                                        |     |                                                                                                                                                                                                                                                                                                                                                                                       |  |  |
|--------------------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--|--|
| Costs and ability to stay within budget.               | 20  | Our committee can address this consideration in part by checking with the proposer's references. We can also examine the comprehensiveness of the proposal with regard to costs; the greater understanding it shows, the more comfortable we can feel with regard to their foresight and planning.                                                                                    |  |  |
| Ability to deliver work according to proposed timeline | 20  | We might expect that an organization with more experience building municipal government websites has a greater feel for the amount of work that goes into building one, and thus an understanding of how long it will take them. We also recognize that a larger team brings both advantages and disadvantages. Checking their references in both cases helps calibrate expectations. |  |  |
|                                                        | 200 |                                                                                                                                                                                                                                                                                                                                                                                       |  |  |

## IT References

### Jesse James Creative

1. 8/22/18 Dunwood, GA Bob Mullen 678.382.6700 9:57 AM MOM
2. 8/22/18 Pagosa Springs, CO Jennie Green 970.903.9728
  - a. Worked with Jesse James for 10 years. Challenge to keep vendor on track and focused, but found that with any vendor. Arranges regular calls to stay on track & keep staff focused on making that happen. Using Jesse James custom CMS for new site. Excited that it may result in a more robust site.
3. 8/22/18 Covington, GA Trey Sanders Public Relations Manager 770-385-2000
  - a. Overall, we have been pleased with the work Jesse James Creative has performed. We are still working on the site, so it hasn't launched yet. I do wish we could move a little quicker, but I have not been a part of a large-scale web design project, so I am not sure how long they typically take. In JJC's defense, we took some extra time to make some decisions so that held us up as well.

If I remember correctly, we received 33 submissions when we bid the project and based on presentation alone, we felt strongly about JJC's abilities and still do. If you have any specific questions, let me know and I will be happy to answer them.
4. 9/26/18 Pioneer Printing, Newport Oregon
  - a. Received call that Jesse James contacted them to print their proposal and hand deliver to the City of Yachats – which they did. Unfortunately, Jesse James hasn't paid them and is not returning their phone calls and emails.

### Civic Plus

1. 8/22/18 Lane County Council of Governments Ann Terrell 10:10 AM
  - a. Pretty happy. They are expensive and it seems like every add on is another \$1-2,000. They chose them after their site was hacked and they decided not to host their site internally anymore. Very little problems with up time and good customer support either by email or phone. On a whole very positive experience. Flexible design process and once chosen moved quickly as long as you are working within the time frames they establish. Everything was as they expected. Good functionalities. It is all easily updatable and controlled by staff. You can give several levels of permissions depending on staff experience. Meeting agendas have been very easy to use and the filters are very user friendly. They integrated their intranet into Civic Plus software. Having the ability to do a redesign every 4 years is a nice feature. If a department wants a



## IT References

different look and feel there is the ability to modify to achieve that – they had 2 departments that did that. Easy to train people and having the ability to have others update the site within their permission level has been very useful and time saving. Has had connectivity issues in Eugene and sometimes slow – but that is the intranet speed not the site.

2. 8/22/18 City of Kennewick, WA Christina Palmer Director of Management Services
  - a. They did an exceptional job. We contracted with them to also do additional discovery and process re-design so we could maximize effectiveness in workflows and using new tools. I think this was key.
3. 8/22/18 City of Pasco, WA Jon Funfar Communications Program Manager
  - a. CivicPlus has been easy to work with and very helpful when issues arise. We've been with them for a number of years, and are undergoing another re-design (those come with the contract every 4 years or so).

The interface is easy to navigate and use for non-tech folks, and there is a lot of customization and bells and whistles to use. The only downside (and this is on us) is that some departments don't fully utilize the features or don't keep information as fresh as it could be.

I know CivicPlus can be pricey for a smaller community, but I'd recommend them as I've dealt with the lower-cost options and felt "penny wise, pound foolish".

I hope this helps; please let me know if you need more information. Thanks!

Feb 11, 2013

To: Yachats City Council  
From: Greg Scott  
Subject: **Software development proposal 2013-2015**

In anticipation of the next budget process, it is appropriate for the City council to consider our goals and objectives with an eye toward directing budget resources toward making progress on council priorities. In this context, I offer the following for council consideration:

Compared to other Oregon cities, Yachats has operated a lean organization in terms of staff. One of the most cost effective means of increasing both productivity and public access to city information is the use of technology. Yachats already enjoys information services not found in most small communities. The projects listed below would represent a significant extension of information services for the Yachats community for a relatively modest cost.

### **Yachats Budget Proposal – Software Development**

#### **Relevant City Goal**

Provide for the effective governance of the City of Yachats

#### **Objectives:**

- Improve amount and quality of City information available to the public
- Reduce staff time for routine data intensive tasks
- Improve communications to the public about City activities by providing a web presence for City groups: Trails Committee, Public Works Department

#### **Potential Projects**

1. Develop a web publishing system for a city departmental web site.
2. City code system for tracking, updating, searching, and publishing ordinances and the charter
3. Upgrade document library, simplify & improve search, and merge with Yachats database and save \$600 a year.
4. On-line complaint system
5. Integrate County property information with Yachats Land Use data
6. Image storage and access system for maps, public works plans, historical documents, and photos.

All three web sites (GoYachats, Document Library, City's original site) would operate from one database making data access between systems possible, reducing hosting costs; simplifying administration and backups.

#### **Benefits are**

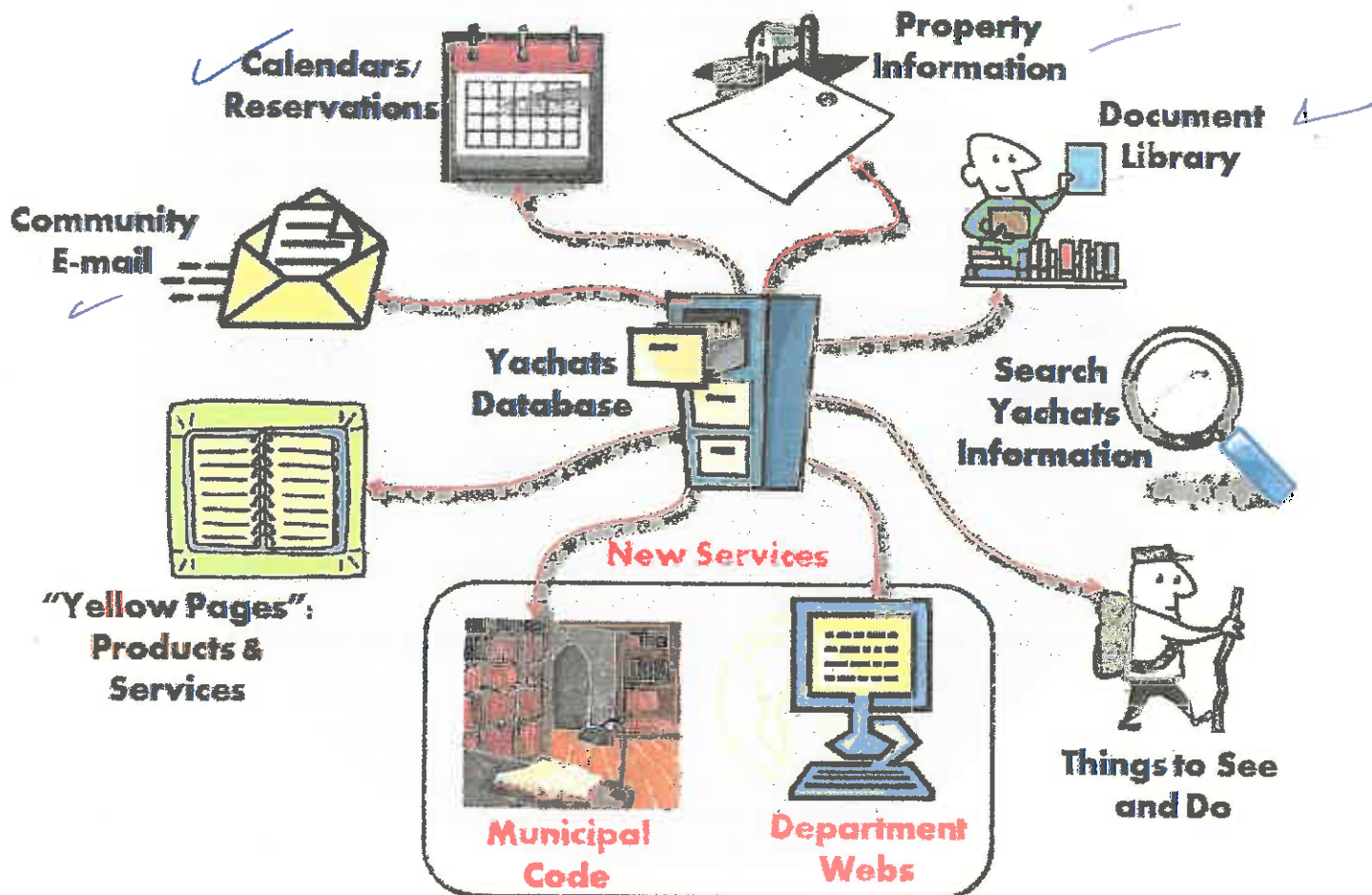
1. Improved public access to City information
2. Less staff time devoted to routine data management and information access
3. Internet access to more City data and information
4. Lower hosting and administrative costs
5. Single login for administrative access to all systems
6. Lower development costs
7. Seamless access to all data



8. One access point for backups
9. All data is searchable

This diagram includes both current information services and projects for the next two years.

## Yachats Information Services



### The Proposal

A grant in the amount of \$10,000 each year will be provided for a two year period (total \$20,000). The city will match the grant providing a total of \$20,000 a year for two years. During the second year, the City will assess the effectiveness of the software development program and decide whether to continue it. Once the backlog of projects is cleared, maintenance would be fairly low.

If the council accepts this offer, the budget officer should be directed to include \$20,000 in the proposed budget with an offset of \$10,000 in grant revenue. In addition, pre-design discussions will begin with all individuals that have an interest in a departmental web presence. Of the two major projects, the department web is smaller and will require less time to complete.



## Information Technology Report - January 2017

- ♦ Completed research on replacement mesh WiFi replacement system.
- ♦ New software developer began work late January. Has a work list of 11 items.
- ♦ Completed specifications for water consumption and efficiency reports. Initial work has been completed on Phase 1 & 2.
  - ♦ Phase 1 will be water consumption by month for a single year; includes both fiscal & calendar years.
  - ♦ Phase 2 is water consumption for multiple years.
  - ♦ Phase 3 adds a filter option to the previous phases. Filters include 15 options. (neighborhoods; subdivisions; street; zoning; structures; pressure zone; meter size; meter brand; meter mechanism; tsunami local; tsunami distant; Motel; restaurant; rentals; general business)
  - ♦ Phase 4 will be a water efficiency report replacing a complex manual process. The formula for the efficiency report is:

$$\frac{(\text{water sold} - \text{domestic meter} + \text{outside water} + \text{metered flushing} + \text{construction water})}{(\text{water produced} - \text{tank adj.})} = \text{ie: } 91.5\%$$

- ♦ Using the new menu tool, we will be adding water reports to the "How do I... Reports" menu area like I have recently done with the Comprehensive Plan survey material. All items on YachatsOregon.org can be located with the existing search function.
- ♦ Mark is working to add the ability to apply permissions to menu options which will enable me to construct an administrative menu for myself and staff. This capability is essential to adding a content management capability to the city's new web site. This option will introduce the concept of roles for users. With this capability we will be able allow some users to see the data but not change it. While a higher level will be able to both see and change data. This will make possible improved control over what users can access and what they can do. Access to change organization names for service records is being implemented. This is essential for the management of vacation rentals. We also plan to add new options to the database logging option to improve our ability to monitor who is making changes in existing data. This only impacts the city's database which includes the main web site, GoYachats and the document library. However, it is consistent with changes the city manager has been making in other systems.
- ♦ As soon as all the security changes are complete, work will begin on the Document Library migration.
- ♦ Mark has also spent a good deal of time mentoring our newest developer; getting his work space integrated with our work flow and introducing him to the database structure. Every system is different and there is a learning curve.



## IT History & Review

### Introduction:

To understand both the scope and complexity of the current IT development effort, some background information is needed. Because Yachats is a very small community with far fewer staff and financial resources than most cities, it has evolved along non-traditional organizational lines. Until last year, it lacked professional management instead relying on volunteer mayors who usually lacked government management experience. Often decision making was based on inaccurate or no data. Efforts to begin to change the decision making process have their roots in early water rate discussion around 2004-05. This process accelerated with the arrival of a new mayor with deep government leadership experience.

Given most cities are not resource or staff constrained and have managed to develop in-house data solutions, an outside-the-box approach for Yachats seemed the logical direction to pursue. While there are many accounting, payroll, inventory off-the-shelf solutions available, and there are large sophisticated document management systems, none of these offered the solutions a small community like ours needs. The simple fact is there are no off-the-shelf solutions for they type of integrated data system that seamlessly wrap around the unique characteristics of both the Yachats organization and community.

### Development Guiding Principles:

While there are many reasons for an organization to utilize advanced information technology (IT), there are a few guiding principles that usually overlay all the design work. In the case of the Yachats project, principle #1 is information must be available to more than just one or two people and to the public when appropriate. This is consistent with Oregon's open records mandate for public information. Experience and a recent forensic accounting audit have taught us when data is hidden from view, mistakes, omissions, and inconsistencies tend to occur. More eyes on the data works to check and clean up mistakes and inconsistencies. Hidden data systems are also rarely available for analysis to support operational and policy decisions. All the Yachats IT work to date has been designed to ensure that the potential for these issues are minimized.

Principle #2 has been to reduce as much as possible labor intensive staff work recognizing that there will always be additional short term staff effort needed during the initial transition period. For example, systems like the public document library largely eliminates the need for staff to make public records available because the latest versions are already on-line. To the best of our knowledge, no other Oregon city offers their a community a comparable document service.

Principle #3 is to make information available to support policy, regulatory and financial discussion simple to access and in a form that makes it easier for non-technical readers to understand. The outcome for decisions tends to be far more positive when based on accurate data. This objective is still a work in progress as much of the needed data is still missing. The recent council decision to phase out the old Access database may be the single most important council decision in the IT area during the past four years and current staff efforts to achieve council's objectives have been positive. Much work remains to be accomplished in this area as we begin to tap data and present it in focused reports.

### History:

If there is one phrase that describes the evolution of the city's IT work, it is "problem solving". Virtually all of the IT work has occurred to address specific issues. The initial roots reside in the 2008 economic downturn when the focus was encouraging people to continue visiting Yachats. This phase



included a basic community calendar & reservation system; visitor information about things to do and business services available and a rudimentary vacation rental tracking capability. The calendar system has undergone the greatest amount of enhancement to meet specific needs. The addition of new features adds to the complexity of the system and a staff position has evolved to assist new users in making reservations and to train local users in the use of all the options.

Once the Yachats database existed, it created the potential to address broader information needs. The licensing system was the first traditional city system followed by the tax reporting system. To address both public works field worker needs, the property inventory module was added and then expanded to address office staff information needs by moving all property data into a single on-line system. During this phase, a community e-mail system was implemented so that staff could send messages to targeted community groups like streets, subdivisions, neighborhoods or specific business areas like hotels, restaurants, and vacation rentals.

## **Looking Forward:**

One long term goal is to move all the traditional city services into the YachatsOregon.org web and allow GoYachats.com to revert to a site for visitor information. The recent migration of the document library was one step in this transition. Along the way there have been significant improvements in security, administrative tools, logins for public users, system integration, database upgrades, and one staff position has been eliminated due in part to moving things like the reservation system, license application and billing and tax reporting to the Yachats database all resulting in more accurate information, transaction tracking and staff time savings.

Work on the document library is expected to be complete by the end of July. Projects that could be completed in the 2017-18 fiscal year include a financial reporting and payment system for city room reservations, local improvement district payments and property liens. A second project under consideration is a citizen complaint reporting and tracking system. A third option is an addition to the existing e-mail system that would allow staff to send to distribution lists for city topics.

For more than eight years, there has been an interest in providing a system for monitoring city performance for both operational, budgetary and policy review. Historically, the primary thing that Yachats measures that is available to policy makers & commissions is how much is budgeted and spent on city activities. No where does the city track, in a comprehensive way, the level of service provided or any measurement of quality. Historically cities have attempted to monitor performance through program budgeting. Given Yachats small size and limited staff resources, performance budgeting probably isn't the best option. The last four years there has been an informal discussion about a comprehensive city service request system. This would be the first step toward a city performance monitoring capability without an adverse impact on staff that would meet the needs of both management, commissions and the city council.

## **What we have learned?**

Given the lack of staff and user involvement in the project planning phase, the relative slow design process ends up being an asset because it affords greater opportunity for user design feedback making system changes less expensive and resulting in a finished product that better fits everyone's needs. Most people need to see something before they can express a constructive opinion about a project concept.

I regret not asking sooner for council support for embracing a new database direction. That would have sent a stronger message to staff sooner and the data transition would have begun much earlier. It is true that the case for this move became much stronger during and after the forensic audit that is only now being completed.

- ❖ Discussion of IT objectives; development team; system architecture; backup process; evolution of effort; development process; passive staff resistance / lack of engagement for design feedback; minimal data entry; organization commitment to IT development goals
- ❖ Review system and existing modules
  - ❖ YachatsOregon.org - main web site; document library; water reporting; tax reporting; property system for public
  - ❖ GoYachats.com - community calendar; reservation system; business licenses; tax reporting; property inventory for staff & analysis; visitor information; business e-mail communications; organization service pages
  - ❖ The goal is to move traditional city services from GoYachats to the new web site. The GoYachats focus will be visitor information.
- ❖ Discuss pending projects, their objectives & how they fit into the big picture
  - ❖ Commons fee schedule & billing - tie to existing license & tax reporting code
  - ❖ Complaint reporting & tracking system - this will be the first phase of the larger service request system
  - ❖ Community e-mail distribution lists based on property data & user supplied categories
  - ❖ YachatsOregon.org department pages
  - ❖ LID & Lien billing & tracking system - include reports for payments & obligation balances
  - ❖ Decision making for project priorities
  - ❖ Council support
  - ❖ Basis for developing a work performance evaluation system - including not only numerical performance goals, but work habits effectiveness as well.



## IT Review - Feb 21, 2018

### Staff Feedback Notes:

- property inventory page - where does home go? Is the label correct?
- Property inventory display for phone # - needs to be type phone (needs to be a hyper link)
- add images to property record; for meter location, clean out,
- reorganize the order of the property water page - follow Rick's recommendation: image below
- property for water - change Valve Location to Hand Valve
- How do I... link for reservations goes to help page; need to link to request a reservation form
- manually created events need to document who created event & when
- Yachats Oregon home page meetings info s/b city meetings
- Send Heather specifications for reservation system upgrade
- Admin use for events should be limited to meetings
- calendar view to deconflict availability of space
- reports: SDCs, fees, lien payments, lid, reservation income
- YachatsOregon.org: add a reservation to the How do I... menu
- Business rule - VR invoices must go to the owner
- Lic approval - change rental units to bedrooms
- Business License application:
  - ask about type of license
  - Lic application - depending on type of lic, change view of what is seen next
  - tie application to a Yachats property record
  - determine whether the business will be in the city or based outside Yachats
  - determine if their e-mail address resides in the database (where - accounts, org, property?)
  - need info about type of business and name of business
  - eliminate GoYachats Service record
  - make categories mandatory
  - notification to staff for address changes
  - migrate existing users from GoYachats
  - add a twitter option for logins
  - Owner area - owner of property?

- for owners, include an e-mail verification step-send a message with a link to continue
- account requests should have an automatic termination after a fixed number of days
- needs to be clear to applicant who to contact if problems occur; could be included in e-mail verification message as well as on-line

#### Community Feedback:

- problem with GoYachats search - recommend either removing search or linking it to Google Search like the home page
- city home page - need a quick jump to the agenda, minutes, newsletters, contact info - goal s/b two clicks to reach desired information
- build a landing page that is more permanent for documents of interest
- fact or fiction page to improve community communications
- give each commission the ability to publish news items related to their area.
- Check map link on GoYachats pages produces a 404 errors
- Doc Lib - Index page - change wording for Apply filter, one suggestion - Do It!
- too many categories
- add help for doc search explaining what icons are - add to search page
- filters on basic search page (Business, City Government, Documents) are not clear to people. They do not see them as filters. Consider filtering on time (3months, 6months, 1year, 2years, all)
- need a way to refine the initial results of a search
- city meetings should show the date & time
- site guide to use YachatsOregon.org

#### Shannon's IT Discussion Notes:

#### Staff:

##### a. Reports – Need to include SDC Fees

- What brought this to mind again, is in January we collected SDC fees on a property which didn't get recorded in the database. The only place I found them was in the General Ledger and few people besides myself would know to look there and then have the ability to actually find it. At a minimum, we need to be able to record the amount of the fee collected and the date. It would also be helpful to know how the fees were paid (check, cash, credit card) and by whom. Again, if we are to rely on this as our subsidiary ledger, we also need to be able

to run a report so this can be tied to our cash receipts for the day. ( Otherwise we are relying on someone to remember to do it and that is not reliable.)

- ii. I also need to be able to run reports which show unpaid balances as of a certain date—for taxes and LID assessments.
- b. Sequential #'s for invoices
- c. Reservation system on iPads/small devices
  - i. GoYachats is not mobile friendly
- d. Chair rental – how accommodated in reservations system
- e. Document Library – incurred error
  - i. Seems to be an occasional error
- f. Migration of form that allows for street management of Water and Sewer
- g. Home button on GoYachats – go to manage property, not GoYachats home
- h. International phone calling
- i. Include pictures of Water meter and Clean out

## Public:

- j. Make the site more intuitive (7)
  - i. Designed for people other than those who know what to look for
- k. 1-2 clicks MAX to find info (7)
- l. Difficult to search data – finding things needs to be simple (6)
- m. Direct links to Important stuff on the webpage (6)
  - i. City telephone numbers on the front page
- n. User Friendly (4)
  - i. What do people look at; where do they get stuck (Analytics)
- o. Get rid of multiple websites (3)
- p. Calendar (1)
  - i. Have documents linked to an event

- ii. Drop down selection
- q. Update Outdated Info (1)
- r. Communication (1)
  - i. Fact or Fiction
  - ii. Public Notice of Mtgs
- s. Tutorials are too complicated
- t. Define Icons- Legend
- u. Build a more permanent landing page
- v. Likes having just print on the screen
- w. Synopsis of 1<sup>st</sup> meeting (Council)
- x. Email listserve for multiple areas – Council, Commissions, Committees, etc.
- y. Finding current minutes through Google
- z. GoYachats – Jumping from YachatsOregon to Go Yachats makes it hard to find info.

Rick's request for redesigning the property view for water; need to do something similar for sewer & drainage

## 180 Crestview St.

### Account Yes/No

Account #  
Original Account Date  
SDC Paid  
EDU Factor

### Water Meter Yes/No

Meter #  
Installation Date  
Brand  
Type  
Size  
2nd Meter #

### Backflow Device Yes/No

Device #  
Brand  
Type  
Size  
Last Test Date

### Distribution

Pressure Zone  
Pipe Size  
Pipe Location Map ([Link to Distribution Map](#))

### Meter Location

[Click to Enlarge](#)



### Reasons for document search failures:

- ❖ Document may not have been added yet. This can occur when last minute agenda changes happen.
- ❖ There can be a 4-5 day delay in Google's search engine finding new documents.
- ❖ For a document to be searchable, it needs to be processed for optical character recognition (OCR). Older and hand written documents often fail this process & are therefore not searchable.
- ❖ There are almost 6,000 documents in the library. Single word searches can result in hundreds of hits making it difficult to locate a specific document.
- ❖ The previous version of the document library didn't handle categories well resulting in items in inappropriate categories making category searches less effective.
- ❖ Some searches are for documents that do not exist.
- ❖ Some searches are too general. Received a comment that a search on View the Future had too many unrelated documents.



## What has been done to improve search results?

- ❖ All new documents are processed with a Google's OCR scan.
- ❖ The Google search via the Yachats web site only searches for documents on the site so the search is more focused.
- ❖ An effort to clean up categories is underway but it is time consuming and is going to take time to complete.
- ❖ Search help pages have been created under "How do I...\Search" - <https://yachatsoregon.org/Home/Nav/-1369046754>
- ❖ Page specific help has been added to some search pages. Click on this icon in the upper right

hand corner of the page for help:



I see the potential for a situation where a decision will be made by people that have no understanding of the complexity of the development process or the consequences of a bad decision. The city experienced this very outcome when attempting to hire an accountant in 2016 and no one on the interview panel had an accounting background. The technical issues are far more critical for database development and the potential for operational dysfunction is much higher.

The idea of two independent contractor groups working out of the same code base is highly problematic. As soon as one of the group begins to write new code, the code bases will not be the same which begs the question, how do you integrate changes and who will you call to resolve issues? No one I have talked to over the past week has ever heard of two independent development groups working on the same code base at the same time.

The assumption that modules like the reservation or invoicing systems are free standing and that revised versions can be "plugged in" like an appliance demonstrates a basic lack of understanding of the relationships that exist between different areas. The most recent example is the way we have integrated the reservation system with the document library and the city's main web site to make it easier for the public to locate documents and to simplify the process of adding new documents for staff. Future work envisions a similar relationship between the reservation system, invoicing and communications for user notification and billing. Application modules are highly integrated within the database. This allows for easy data sharing to simplify work like the current effort with business license requests. When the original license application process was developed, the property inventory system didn't exist. Now that it does, we are able to leverage property inventory information about the owner to simplify new license applications. This means changes in either the property or license application areas has the potential to impact several other areas in ways that are not necessarily obvious to the end user or developers without examining database log files and tracing the code to look for clues.

There is a solution that avoids these issues. Put the entire contract up for another bid. This addresses concerns about giving other companies a chance to bid for the work. It eliminates all the issues about two independent development processes. Given what I know about the city, I have three additional recommendations. Given the number of future projects in which the city has an interest, the idea of a fixed price bid makes no sense. I recommend you ask companies to bid an hourly rate for work which is the way the city currently operates for legal services.

Firms that bid on the work should provide current resumes of the people that will work on the city's projects. There should be an understanding that if there are changes in people assigned to projects, the city will be given an opportunity to review their qualifications and have the right to reject changes. This addresses a common problem in software development where vendors promise clients the "A team" and after the contract is signed, switch to the "B team" where workers are less experienced. This is something that Oracle did with more than one large State contract. There tends to be a good deal of developer turn over in software companies. The stability Yachats has experienced with the Corvallis Group is pretty unusual.

The third recommendation is the interview panel should include at least two individuals with direct experience with database development and who are capable of asking and evaluating very technical database and code questions. Potential development groups should provide examples of solutions they have developed that mirror the use of the technology the city uses.

On a related topic, when I asked Mark if ODOT bid the work they have outsourced to the OSU group, he said, no they didn't have to because work between two governmental agencies is not required to be bid. If the city decides to rebid the database contract, an option would be to contract with the OSU group for maintenance after the bulk of the development work is complete. This would address concerns about long term support. In the short run, this would save the city money because the Corvallis group rates are lower than what the OSU program charges. I have asked Mark to talk to his supervisor to test the feasibility of an arrangement as it impacts his relationship with his current employer. My request to Mark was to get you a name and phone number of the manager of the OSU development group. I have also asked Mark to get you a name and phone number of a contact with ODOT.

One final thought I want to share is about the rate of development. The traditional process is the client has a need; develops a set of specifications; gives them to a development group and waits for the finished product. This works reasonably well in typical organizations. It works less well when the systems being replaced don't exist or function using paper or other manual processes. The value of a "go slow process" is mid-course corrections are easier and far less expensive because you can make changes early. In organizations like Yachats, users are often unable to visualize radically new approaches to problems because they have no context for what is possible.

## **City of Yachats**

### **IT Development Skills & Experience**

Here is what we should be looking for in a developer in priority order:

1. C# .NET
2. ASP.NET MVC including Razor
3. Microsoft SQL Server & TSQL
4. LINQ to SQL
5. HTML 5
6. CSS 3.0 (and Less)
7. JavaScript & TypeScript
8. JQuery
9. Bootstrap 3.x
10. MSTest Unit Tests & Moq
11. SQL Server Reporting Services
12. JQuery UI
13. React
14. YUI Grids
15. Entity Framework 6

For the development environment they'll need to know Visual Studio 2017 (Community/Pro), Visual Studio Team Services and Team Foundation Version Control.



I have struggled with where to begin and concluded that the place to start is with my fears. Databases and software development are not well understood by the general public or by anyone associated with the city. My chief fear is due to a lack of understanding, the city will make decisions that have bad consequences and that some of the fault will fall on me. I define bad consequences as much higher transition costs; a far longer timeline to complete implementation and additional staff to maintain the data.

### Short Historical Perspective:

Much of the existing database development work was done during a time when the city was seriously resource constrained. Design decision were often made to produce maximum value as rapidly as possible. Development tools were more limited. Application priorities tended to be driven by city needs or problems. GoYachats evolved more as a patch work quilt of applications existing under one code base. A couple of years ago, we brought YachatsOregon.org on-line with an eye toward migrating GoYachats applications to the new code base and phasing out all traditional city applications on that site. Most of the development work of the past three years has been focused on that objective.

### What is the Goal?

If the goal is to maintain the existing services within a single domain while adding a content management system (CMS) for web content, I only see two options. Given the existing site already has a test site, the simplest, fastest, and least expensive route is to utilize the existing database; deploy all the new work on the test site and publish to the YachatsOregon site when testing is complete.

The other option is to duplicate much of what already exists (domain, database, certificates, etc.) to a new domain and retrofit the code to reflect these changes. A lot depends on how a new development team presents the project. If they want to sell an existing CMS database as the starting point, the risk to the city goes up significantly and the total cost of the migration will be much higher.

### True Cost of Upgrading:

What no one appears to understand is the cost of upgrading old applications and migrating them to a single domain is going to cost a great deal because of the complexity of the process and the amount of code that is going to have to change. It is going to take time for a new development group to digest and fully understand all the logic in both the old and new applications. Throwing additional staff resources at the problem isn't likely to speed things up. The actual process is similar to building a house. First you need a foundation. Next framing. Only then can you add plumbing and electrical service. A database follows a similar process where foundation components like security services and communications support everything that follows.

If this were being done by the existing development group I would estimate something like 1,400 hours of development time to migrate the existing applications assuming there are no surprises. Given testing and bug cleanup generally consumes one third of development time, this leaves less than 1,000 hours for actual coding by a development team knowledgeable about the code and interaction between different modules. Note this estimate does not include any work for the CMS phase. Time needs to be spent with users which will lead to design changes and code revisions. It is highly unlikely that an experienced development team could complete the application integration within anything approaching the time estimate in the RFP. A new development team would take significantly longer and is likely to cost more because the city will be paying contractor rates with overhead factored in.



This analysis does not include all of the free time I devoted to this project. Over more than a ten year period, I estimate that I have contributed more than 10,000 hours in project planning, design, supervising developers, documentation, training staff, identifying, documenting and tracking bugs, answering countless questions, data entry, designing reports, testing code, and doing analysis of things like water consumption, vacation rentals, and tax payments. All of these things will need to be done in the future but the city will have to pay for them. In addition, the Scotts have subsidized the cost of software development via an annual grant of 50% of the budget. The city will now have to pay for the full cost of all future development. This project is going to place new pressure on the city's finances which are better today but a downturn in visitor traffic could change the financial picture.

The GoYachats applications are quite old and lack user improvements found in newer code. A good example was the state recent Document Library before the recent upgrade. While the initial upgrade included a number of technical improvements, the user response was negative. A substantial amount of time was invested in understanding the nature of user frustration and making changes to address both user and staff concerns. It is reasonable to assume most of the applications that need to be migrated would benefit from a similar development process. This will significantly extend the time to completion and the cost of the upgrade.

The scope of work specified in the RFP far exceeds any estimates included here for migration. It is sufficient to say that the actual cost will be significantly higher if the intent is to fully integrate the existing services plus a CMS system in a totally new site.

#### Content Management System (CMS):

Mark and I have investigated CMS options twice in the past. The first time, the state of open source options was pretty limited. About two years ago, Mark took another look and found significant improvements in CMS options. However, the more basic products lacked features we felt were desirable and the high end options were overly complex making them difficult to use and they were expensive. At that time, there were not good options in what might be characterized as the middle ground. At the time, I felt a CMS capability was more of a tactical need and that the city's strategic requirements were a better focus for IT work. Strategic projects included the document library upgrade; enhancements to the cash management area; a new complaint system to track and manage complaints; simplification and clean up of the reservation system. In spite of what some believe, a CMS system will not substantially change what is available to the public. There is nothing a CMS system can do that the existing system doesn't already do provided the content exist. The lack of staff ownership in city content is a current problem.

#### Strategic vs. Tactical Priorities:

This seems an appropriate point to provide details about strategic needs. Currently, the city has no way to track payments for SDC, liens, LID (local improvement district), and reservation payments. By tracking, I mean a system that generates an invoice that can be followed all the way to payment in the city's accounting system with an audit trail. In addition, the city accountant has requested payment reports so the auditors can tie payments from these areas to the accounting system. We had hoped to work on this last year but work on the document library was assigned a higher priority. During the recent public discussion about changes in the vacation rental code, the council heard many complaints about the lack of a user friendly complaint system. The public was assured that a user friendly complaint system that was visible to the public and allowed people to track complaints would be a priority project. The reservation system is some of our oldest code and is in need of simplification. It also needs to incorporate the recently approved Commons rental rates and integrated with the invoicing system. Implementing strategic projects should reduce staff work, meet commitments the council has made to the public, eliminate most human errors for reservation fees, and address payment management issues raised by the city's accountant and the auditors.

Given the scope of this undertaking, the potential risks and costs, the council should provide direction about priorities. I understand the city manager's desire for a unified messaging platform that includes city departments like public works, the library, and trails group. However, I suspect if all the facts are made public, people will see the value in shoring up weaknesses in our accounting, fulfilling public commitments for a complaint system, and the value in integrating reservation payments with the invoicing system and making the reservation system more user friendly. The strategic objectives should reduce staff time spent on these tasks.

#### Final Thoughts:

I have long been frustrated with my role on the city council. I do not feel I have been effective and I have vacillated between retiring and running for one more turn. At the same time, I have worried about the future of the IT program. The tipping point in my decision to step down from the council was my exclusion from all discussion about the future of the IT program. My fear was always that people with no experience in software development would be making decisions about the project without any understanding of the code and the existing database. This appears to be exactly what is happening.

#### Greg's notes about the existing database and applications:

Code Base - GoYachats.com & YachatsOregon.org applications and web areas reside on different versions of Microsoft's .Net. If the goal is to move everything to a single code base, then the GoYachats.com applications will need to be upgraded. A list of these applications is included at the end of this document.

Security - GoYachats & YachatsOregon web spaces use different security models. The YachatsOregon space has been designed for greater flexibility of user privileges. These security features were made assuming a content management system (CMS) would eventually be added to the site.

User Account Migration - Existing user account on GoYachats for businesses to manage their accounts and make tax payments will need to be migrated. These accounts make it possible for businesses and vacation rentals to update things like e-mail information, phone numbers, hours of operation, contact information, and other essential business data as well as make their quarterly tax payments.

Communications - There are a number of applications that make use of e-mail. The existing system uses e-mail services provided by the hosting company at no additional cost to the city and allows developers to stage the output of message traffic so it doesn't look like spam. Migration to a new system will require touching all code areas that generate message traffic like license applications & renewals, tax reporting, reservation requests, invoicing, and property inventory generated messages from staff.



Web Certificates - Current security recommendations advocate that all web sites include security certificates for data encryption. Both city web sites have had this type of protection for several years as should any new site.

Applications that need to be migrated -

Communications log

E-mail templates

Generating managing & reporting Invoices, & additions for SDC, Liens, LIDs & reservations

License applications, management & reporting

Photo management

Property inventory advanced query & analysis

Rate table

Reservation system upgrade to include invoicing

Sending e-mail from the database

Tax forms, payment, management & reporting

Yachats news

1

Thank you for giving us the opportunity to make this request before the Council.

For the past 25 years or more, Greg and I have discussed our finances with regard to projects, major purchases, and charitable gifts for the upcoming year and come to consensus of where we would like to place our support and donations. We have no his/hers bank accounts so a mutual understanding and agreement concerning priorities is vital. This is not to say that the plan is set in stone because there are circumstances or financial demands that may cause us to alter those plans, but those decisions are always made together.

Beginning in 2012 and including this past fiscal year, we have donated a total of \$60,000 to the City to cover half of the Yachats database development cost. We did this because we hoped it would speed development in a time of budget constraints and because we felt we were making a difference in the availability of public documents and information and in reducing the workload of City staff. In addition, since 2009, Greg has donated thousands of hours in design, consultation, training, project coordination, and data entry.

Until recently we have handled the distribution ourselves by writing a check at the appropriate time. However, at the beginning of 2018, tax laws changed making itemized deductions for charitable donations less favorable so our financial advisor recommended that we handle our charitable gifts through direct payment from our investments. At the beginning of 2018 we had planned to continue our donation of \$15,000 to the City of Yachats for the 2018-19 fiscal year. We instructed our financial advisor to prepare the necessary paperwork for the direct payment as a lump sum sometime after July 1, but it was our understanding that the timing of the gift was at our discretion and would depend on City decisions.

As is their prerogative, the City decided to go a different direction for IT development. Greg and I discussed the change and could see many pitfalls in the road ahead and a setback in current accomplishments. We no longer felt that our dreams and values were mirrored in the City's decision, and decided that we wanted to redirect our donation to View the Future for the reconstruction of the Amanda bridge. Unfortunately, when we contacted our financial advisor about the redirection, we were informed that the payment to the City had already been made while Greg was out of the country.

Our request to refund the \$15,000 to our investment account for redirection is not made in anger or spite. We wish the City well, a village that we love and have served since moving here in 2004. We simply ask that our right to control the distribution of our charitable gifts be restored.

Thank you.

Nan and Greg Scott  
480 Combs Circle, Yachats, OR

9/12/2018

Additional reasons for considering a refund besides being the right thing to do:

The Scotts are interested in making additional donations to the city. Two years ago an offer was made to then mayor Ron Brean to donate \$10,000 for a sidewalk in front of the city's Whale Park. Ron told us he thought there would be sufficient money in the Hwy 101 project to pay for the sidewalk. We are still interested in supporting the sidewalk project next to the Whale Park.

The Scotts are also interested in supporting work on a new library.

The refund we are requesting would be added to an additional amount and given to View the Future to be used for the construction and installation of a new 170 ft Amanda suspension bridge. Work on the new bridge is scheduled for next year. The only way the Scotts can contribute the amount needed is if the money donated in error is returned this year.

No one has a better understanding of the operational side of the Yachats database. Future work on the accounting, business, and property areas include a number of undocumented relationships. Early knowledge of these issues would save considerable development time resulting in lower costs for the city.

## Justification for the return of a \$15,000 donation:

| The City's Position/Argument                                                                                                                                                                                                                                                                                                                           | The Scott's Position/Argument                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>"Just imagine if you, as a councilor, learned that the recorder or City Manager had authorized a \$15,000 payment to a private party without a particular good/service received without letting Council know. The Council authorized the budget. And from an outside perspective it looks like the City wrote a substantial 'gift'.<sup>1</sup></p> | <p>The city appears to be making the argument that the budget is some form of a contract. (It was approved. The payment was made. It is a done deal.) A budget isn't a contract. It is a financial plan of what we hope will happen. Budgets are <b>estimates</b> of income and expenses. There was no legal requirement for the payment to be made.</p> <p>Since the transfer was a mistake and should have never happened, a check returning the full amount could be charged against the revenue account resulting in zero impact. This should be consistent with any refund the city makes. In this case, the city was not entitled to the money. No expense was incurred. To be clear, the refund does not come to Nan or Greg. It would be returned to an investment account managed by a financial advisor. The account was the source of the initial transfer and the logical place for a refund. There were no goods or services involved.</p>                                                                                                                                                                                                                                                                                                                               |
| <p>The City expects that the 50% subsidy of IT development will continue regardless of the direction of the development.</p>                                                                                                                                                                                                                           | <p>When the council authorized an extension of IT project work it assumed that the Scotts would pay 50% of the project cost and Greg would manage the project process. We believe that this constitutes an implied contract between Greg and the City. During this and subsequent council discussions, the concept of Greg's involvement in managing the IT development program was discussed many times and always affirmed. This is documented in a software development proposal dated Feb 11, 2013 and in two other documents that are part of the public record.<sup>2</sup></p> <p>The 50% subsidy was contingent on Greg's management of the development process. When the City Manager desired a change in the direction of the IT program, that was a change in the basis of the implied contract and it raised many concerns about the direction the program was headed. Greg wrote two papers laying out his concerns and presented them to the City Manager and Mayor. Copies of those documents are provided for Council review and inclusion in the public record.</p> <p>We understand the City has every right to do what they are doing. However, we believe Yachats is headed in the wrong direction on this issue and we do not care to subsidize that effort.</p> |

<sup>1</sup> Email from the City Manager dated 9/07/2018

<sup>2</sup> [https://yachatsoregon.org/Documents/Download/Bus\\_Lic\\_2012.pdf](https://yachatsoregon.org/Documents/Download/Bus_Lic_2012.pdf)

[https://yachatsoregon.org/Documents/Download/Information\\_Services\\_Proposal-2013.pdf](https://yachatsoregon.org/Documents/Download/Information_Services_Proposal-2013.pdf);

<https://yachatsoregon.org/Documents/Download/cc-minutes-02-14-13.pdf>

|                                                                                   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Greg's involvement in the IT development process raises ethical questions.</p> | <p>In some of the documents we have provided, there are references to the State Ethics Commission. We want it known that on two occasions this year in meetings with the mayor and city manager Greg has pressed for an ethics investigation of his work as the IT project manager believing it will clear his name. He has indicated our willingness to open up all our records (e-mail, bank accounts, investments, etc.) The thousands of hours devoted to IT program management have all been volunteered and we have received no funds or any other compensation for this work. Furthermore, we have no financial interest or investment in the developers working on the project.</p> <p>If there are perceptions of unethical behavior, please give us the courtesy of an investigation in the light of day.</p> |
|-----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Nan and Greg Scott  
480 Combs Circle, Yachats, OR

9/12/2018



**HURLEY** FINANCIAL GROUP, INC.

*A Registered Investment Advisory Firm  
Specializing in Retirement Planning*

111 SW 4th Street  
Corvallis, Oregon 97333

t 541.757.2331  
f 541.757.2358

w hurleyfinancial.com

September 7, 2018

City of Yachats  
Attn: Judy Richter  
PO Box 345  
Yachats, OR 97498

RE: Gregory G. Scott Donation

Dear City of Yachats,

Please remit a check in the amount of \$15,000 to refund Gregory's IRA account donation. The check should be made payable as follows.

SEI PTC, FBO Gregory G. Scott, Acct# [REDACTED]  
Memo: Attn: John Carr – Corrections

Mail to:  
SEI Private Trust Company  
PO Box 1098  
Oaks, PA 19456-9907

If you have any questions please contact Dorann Hurley at (541) 757-2331

Sincerely,

Dorann A. Hurley  
President



## Yachats Database Transition Discussion Points

7/31/2018

I have struggled with where to begin and concluded that the place to start is with my fears. Databases and software development are not well understood by the general public or by anyone associated with the city. My chief fear is due to a lack of understanding, the city will make decisions that have bad consequences and that some of the fault will fall on me. I define bad consequences as much higher transition costs; a far longer timeline to complete implementation and additional staff to maintain the data.

### Short Historical Perspective:

Much of the existing database development work was done during a time when the city was seriously resource constrained. Design decisions were often made to produce maximum value as rapidly as possible. Development tools were more limited. Application priorities tended to be driven by city needs or problems. GoYachats evolved more as a patch work quilt of applications existing under one code base. A couple of years ago, we brought YachatsOregon.org on-line with an eye toward migrating GoYachats applications to the new code base and phasing out all traditional city applications on that site. Most of the development work of the past three years has been focused on that objective.

### What is the Goal?

If the goal is to maintain the existing services within a single domain while adding a content management system (CMS) for web content, I only see two options. Given the existing site already has a test site, the simplest, fastest, and least expensive route is to utilize the existing database; deploy all the new work on the test site and publish to the YachatsOregon site when testing is complete.

The other option is to duplicate much of what already exists (domain, database, certificates, etc.) to a new domain and retrofit the code to reflect these changes. A lot depends on how a new development team presents the project. If they want to sell an existing CMS database as the starting point, the risk to the city goes up significantly and the total cost of the migration will be much higher.

### True Cost of Upgrading:

What no one appears to understand is the cost of upgrading old applications and migrating them to a single domain is going to cost a great deal because of the complexity of the process and the amount of code that is going to have to change. It is going to take time for a new development group to digest and fully understand all the logic in both the old and new applications. Throwing additional staff resources at the problem isn't likely to speed things up. The actual process is similar to building a house. First you need a foundation. Next framing. Only then can you add plumbing and electrical service. A database follows a similar process where foundation components like security services and communications support everything that follows.

If this were being done by the existing development group I would estimate something like 1,400 hours of development time to migrate the existing applications assuming there are no surprises. Given testing and bug cleanup generally consumes one third of development time, this leaves less than 1,000 hours for actual coding by a development team knowledgeable about the code and interaction between different modules. Note this estimate does not include any work for the CMS phase. Time needs to be spent with users which will lead to design changes and code revisions. It is highly unlikely that an experienced development team could complete the application integration within anything approaching the time estimate in the RFP. A new development team would take significantly longer and is likely to cost more because the city will be paying contractor rates with overhead factored in.



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The GoYachats applications are quite old and lack user improvements found in newer code. A good example was the state recent Document Library before the recent upgrade. While the initial upgrade included a number of technical improvements, the user response was negative. A substantial amount of time was invested in understanding the nature of user frustration and making changes to address both user and staff concerns. It is reasonable to assume most of the applications that need to be migrated would benefit from a similar development process. This will significantly extend the time to completion and the cost of the upgrade.

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#### **Content Management System (CMS):**

Mark and I have investigated CMS options twice in the past. The first time, the state of open source options was pretty limited. About two years ago, Mark took another look and found significant improvements in CMS options. However, the more basic products lacked features we felt were desirable and the high end options were overly complex making them difficult to use and they were expensive. At that time, there were not good options in what might be characterized as the middle ground. At the time, I felt a CMS capability was more of a tactical need and that the city's strategic requirements were a better focus for IT work. Strategic projects included the document library upgrade; enhancements to the cash management area; a new complaint system to track and manage complaints; simplification and clean up of the reservation system. In spite of what some believe, a CMS system will not substantially change what is available to the public. There is nothing a CMS system can do that the existing system doesn't already do provided the content exist. The lack of staff ownership in city content is a current problem.

#### **Strategic vs. Tactical Priorities:**

This seems an appropriate point to provide details about strategic needs. Currently, the city has no way to track payments for SDC, liens, LID (local improvement district), and reservation payments. By tracking, I mean a system that generates an invoice that can be followed all the way to payment in the city's accounting system with an audit trail. In addition, the city accountant has requested payment reports so the auditors can tie payments from these areas to the accounting system. We had hoped to work on this last year but work on the document library was assigned a higher priority. During the recent public discussion about changes in the vacation rental code, the council heard many complaints about the lack of a user friendly complaint system. The public was assured that a user friendly complaint system that was visible to the public and allowed people to track complaints would be a priority project. The reservation system is some of our oldest code and is in need of simplification. It also needs to incorporate the recently approved Commons rental rates and integrated with the invoicing system. Implementing strategic projects should reduce staff work, meet commitments the council has made to the public, eliminate most human errors for reservation fees, and address payment management issues raised by the city's accountant and the auditors.

Prepared by: Greg Scott, former IT project manager for the city of Yachats

Given the scope of this undertaking, the potential risks and costs, the council should provide direction about priorities. I understand the city manager's desire for a unified messaging platform that includes city departments like public works, the library, and trails group. However, I suspect if all the facts are made public, people will see the value in shoring up weaknesses in our accounting, fulfilling public commitments for a complaint system, and the value in integrating reservation payments with the invoicing system and making the reservation system more user friendly. The strategic objectives should reduce staff time spent on these tasks.

#### **Final Thoughts:**

I have long been frustrated with my role on the city council. I do not feel I have been effective and I have vacillated between retiring and running for one more turn. At the same time, I have worried about the future of the IT program. The tipping point in my decision to step down from the council was my exclusion from all discussion about the future of the IT program. My fear was always that people with no experience in software development would be making decisions about the project without any understanding of the code and the existing database. This appears to be exactly what is happening.

#### Greg's notes about the existing database and applications:

**Code Base** - GoYachats.com & YachatsOregon.org applications and web areas reside on different versions of Microsoft's .Net. If the goal is to move everything to a single code base, then the GoYachats.com applications will need to be upgraded. A list of these applications is included at the end of this document.

**Security** - GoYachats & YachatsOregon web spaces use different security models. The YachatsOregon space has been designed for greater flexibility of user privileges. These security features were made assuming a content management system (CMS) would eventually be added to the site.

**User Account Migration** - Existing user account on GoYachats for businesses to manage their accounts and make tax payments will need to be migrated. These accounts make it possible for businesses and vacation rentals to update things like e-mail information, phone numbers, hours of operation, contact information, and other essential business data as well as make their quarterly tax payments.

**Communications** - There are a number of applications that make use of e-mail. The existing system uses e-mail services provided by the hosting company at no additional cost to the city and allows developers to stage the output of message traffic so it doesn't look like spam. Migration to a new system will require touching all code areas that generate message traffic like license applications & renewals, tax reporting, reservation requests, invoicing, and property inventory generated messages from staff.

**Web Certificates** - Current security recommendations advocate that all web sites include security certificates for data encryption. Both city web sites have had this type of protection for several years as should any new site.

**Applications that need to be migrated -**

Communications log

E-mail templates

Generating managing & reporting Invoices, & additions for SDC, Liens, LIDs & reservations

License applications, management & reporting

Photo management

Property inventory advanced query & analysis

Rate table

Reservation system upgrade to include invoicing

Sending e-mail from the database

Tax forms, payment, management & reporting

Yachats news

Feb 11, 2013

To: Yachats City Council  
 From: Greg Scott  
 Subject: **Software development proposal 2013-2015**

In anticipation of the next budget process, it is appropriate for the City council to consider our goals and objectives with an eye toward directing budget resources toward making progress on council priorities. In this context, I offer the following for council consideration:

Compared to other Oregon cities, Yachats has operated a lean organization in terms of staff. One of the most cost effective means of increasing both productivity and public access to city information is the use of technology. Yachats already enjoys information services not found in most small communities. The projects listed below would represent a significant extension of information services for the Yachats community for a relatively modest cost.

### **Yachats Budget Proposal – Software Development**

#### **Relevant City Goal**

Provide for the effective governance of the City of Yachats

#### **Objectives:**

Improve amount and quality of City information available to the public

Reduce staff time for routine data intensive tasks

Improve communications to the public about City activities by providing a web presence for

City groups: Trails Committee, Public Works Department

#### **Potential Projects**

1. Develop a web publishing system for a city departmental web site.
2. City code system for tracking, updating, searching, and publishing ordinances and the charter
3. Upgrade document library, simplify & improve search, and merge with Yachats database and save \$600 a year.
4. On-line complaint system
5. Integrate County property information with Yachats Land Use data
6. Image storage and access system for maps, public works plans, historical documents, and photos.

All three web sites (GoYachats, Document Library, City's original site) would operate from one database making data access between systems possible, reducing hosting costs; simplifying administration and backups.

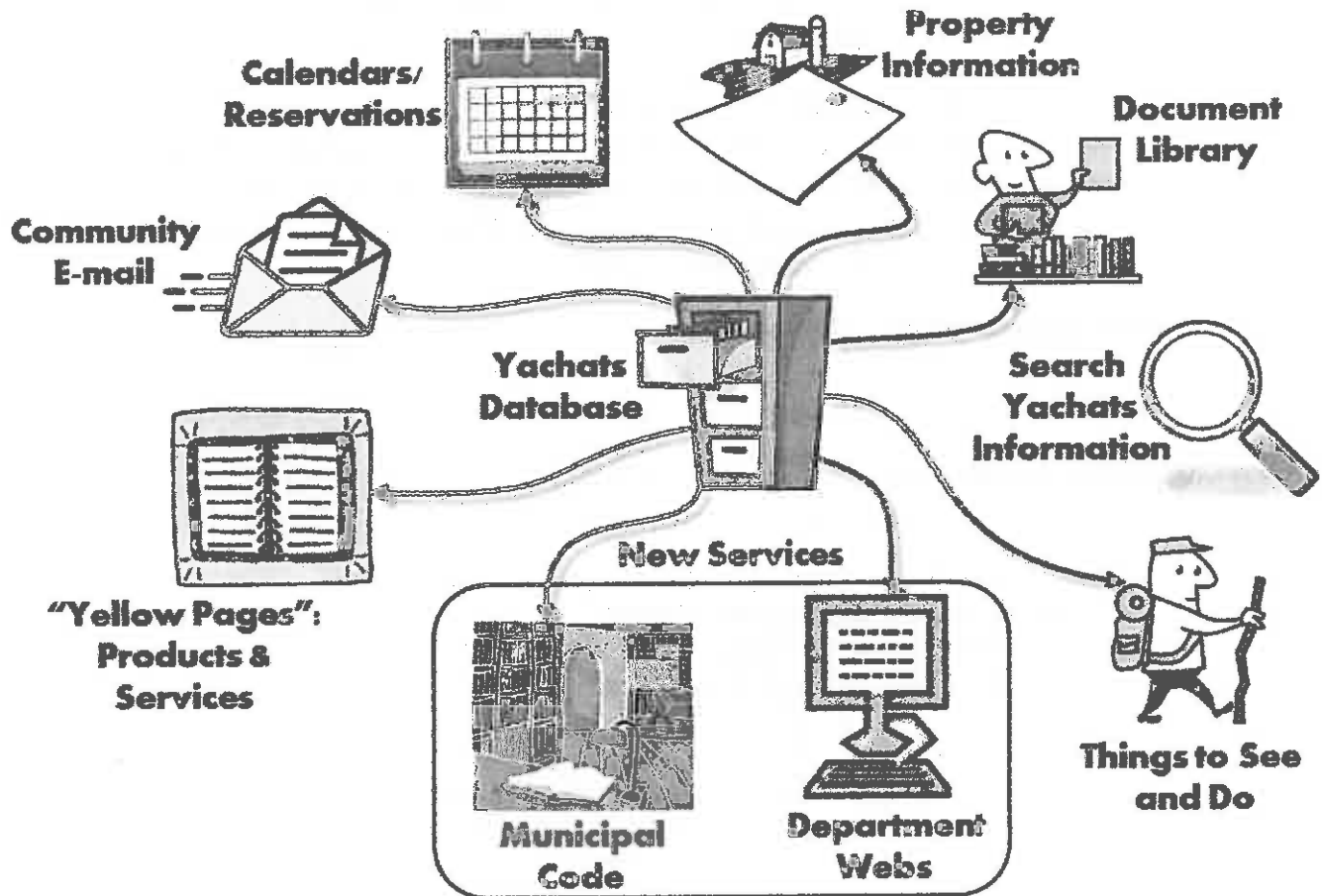
#### **Benefits are**

1. Improved public access to City information
2. Less staff time devoted to routine data management and information access
3. Internet access to more City data and information
4. Lower hosting and administrative costs
5. Single login for administrative access to all systems
6. Lower development costs
7. Seamless access to all data

8. One access point for backups
9. All data is searchable

This diagram includes both current information services and projects for the next two years.

## Yachats Information Services



### The Proposal

A grant in the amount of \$10,000 each year will be provided for a two year period (total \$20,000). The city will match the grant providing a total of \$20,000 a year for two years. During the second year, the City will assess the effectiveness of the software development program and decide whether to continue it. Once the backlog of projects is cleared, maintenance would be fairly low.

If the council accepts this offer, the budget officer should be directed to include \$20,000 in the proposed budget with an offset of \$10,000 in grant revenue. In addition, pre-design discussions will begin with all individuals that have an interest in a departmental web presence. Of the two major projects, the department web is smaller and will require less time to complete.

6

**CITY OF YACHATS  
CITY COUNCIL MEETING  
Civic Meeting Room, Yachats Commons  
February 14, 2013  
Regular Meeting 2:00 P.M.  
MINUTES**

The regular meeting of the City Council was called to order by Mayor Ronald Brean at 2:00 p.m. in the Civic Meeting Room at the Yachats Commons. Council members present: Greg Scott, Sandy Dunn, Burgundy Featherkile, and Lynne Dimmick. Audience: 16.

**I. Announcements and Correspondence - None**

**II. Citizen's Concerns – None.**

**III. Consent Agenda**

- A. Minutes of January 7, 2013 Work Session, January 10, 2013 Regular Meeting and Special Goal Setting Session January 22, 2013.**
- B. Bills for Approval**
- C. Resolution No. 2013-01-04 – Visitors Center Contract for 2013**

Motion to adopt the Consent Agenda, Aye -5, No – 0.

**IV. Business**

- A. Planning Commission Membership  
Interview with Ms. Anderson**

- B. Budget –to be discussed at a later date.**

Motion to appoint Helen Anderson to the Planning Commission, Aye – 5, No – 0.

**V. Reports**

- A. Guest: Mark Saelens – Lincoln County Sustainability and Solid Waste Management**

Saelens spoke concerning the Solid Waste Management Planning, Waste Reduction, Reduce, Reuse and Recycling Promotion, Backyard Composting and Control of Illegal Dumping. The budget for these programs was also discussed.

The need for an alternative to burning was discussed. Saelens stated he will look into a solution. Dunn proposed the yard debris discussion be put on the next council work session.

**B. City Council**

- Brean thanked the Public Works Department for the super Civic Room Project to replace the privacy curtains that were falling down.
- Our Library is now part of the Passport system. With a Yachats library card we are able to go to other libraries in the Passport system and check out books.
- We are moving forward in the process to hire a new Public Works Director. We have narrowed the selection down to 5 applicants with interviews beginning soon.

- Public transportation between Yachats and Florence was discussed. Dunn suggested having Greyhound on Hwy 101 would be a positive move.
- Scott reported on the business license progress which is hopefully over half way through the renewal process and will be getting easier as business get familiar with the process.

**C. Written Reports:** - Commission Minutes, Public Works Department, City Recorder, Marketing Director, Visitors Center and Code Enforcement Officer

Brean said that the new generator is in place and plans are underway to protect it from the coastal elements which will save us a lot of money in the long run.

Brean also stated that our Public Works guys are amazing to do what they do with the lack of tools. There is a plan to upgrade to more efficient tools this year and also next year.

The enzyme system is working OK in the WWTP, and will be getting some fine tuning. We will be spending less money to maintain the system.

Niskanen stated he had inspected all but 3 business locations with grease traps. Letters have gone out to the owners of "the Landmark" and "Roca Mar" to remove the old signage as per City Code.

## **VI. Other Business**

### **A. From the Council**

Scott said that he would like to have the Council act on his proposal for the Information Services that was discussed on Monday.

Motion to direct the Budget Officer to include in the City Budget the Information Services Proposal, City funds of \$10,000 a year matching a grant of \$10,000 for a total of \$20,000 in each of the next two years, all unspent funds to be carried forward to the following year until all projects have been completed, Aye – 5, No – 0.

### **B. From the Staff - None.**

There being no further business before the City Council, the meeting was adjourned at 3:20 PM.

\_\_\_\_\_  
Ronald L. Brean, Mayor

Attest:

\_\_\_\_\_  
Linda Wangsness, Administrative Specialist

**Yachats Business License Project**  
June 11, 2012

The business license project is a continuation of efforts to add transparency to City processes and streamline administrative tasks. The scope of work was modified last summer based on feedback from the transient rental discussion to provide residents web access to transient rental properties so that determinations could be made about transient rental standards like allowed parking or lodging occupancy limits. Additional objectives are the improvement in the quality and accuracy of business data on the GoYachats site and the elimination of the need to manually create initial organizational base and service records for GoYachats. As of January 2012, the project is about 30% complete.

Recognizing the funding concerns expressed at the budget committee meeting, I would like to propose the following for consideration by the City Council when the City budget is discussed in June.

1. \$10,000 is added as grant revenue to the General Fund.
2. \$10,000 is added as a services expense for contract programming in the General Fund.

At the end of the project, I will give the City a check for the cost of the work performed. The target completion date is the end of November. If Andrea is successful in obtaining a grant for the Learning Center, I recommend we suspend work on the business license project until the Learning Center work is complete. My goal would be the completion of both projects within the 2012-13 budget year assuming acquisition of a Learning Center grant is successful.

I consider this a foundation component in the digitizing of City records. Foundations are not very glamorous but the long term benefits make the effort worthwhile.

Prepared and submitted by:

Greg Scott, City councilor





City of Yachats  
City Manager's Meeting  
October 2, 2018  
3:00 pm in Room 1 of the Yachats Commons

Attending: Greg Scott, Linda Hetzler, Sandy Dunn, Ann Stott, Sue May, Mary Ellen O'Shaughnessey, Nathan Bernard, Su Carey, Anthony Muirhead, Facilities Manager Heather Hoen, City Manager Shannon Beaucaire, Recorder Helen Anderson.

Linda Hetzler stated she sent a note to Manager Beaucaire asking about what was happening with the goyachats.com website. She noted many businesses were using that site and had concern if it was going to be removed. Hetzler recalled businesses were at first unsure about it, but over the years it has become very useful.

Beaucaire clarified the information on goyachats.com is not being replaced. She explained the extensive work that went into developing the RFP, including technical advisors, citizen input from a community meeting, and input from Greg Scott. Beaucaire noted she has averaged 2 to 5 hours per week on IT in meetings with Scott and research.

Greg Scott clarified that his understanding was that the original plan was to have 2 independent developers working on the same database at the same time, which was something he objected to.

Manager Beaucaire explained she has been working to gather input from many sources, to explore options for off-the-shelf software that could enhance the existing product, and to retain all of Scott's work, and to protect Scott's legacy. Hetzler clarified she was only trying to gather information to settle rumors and speculations on Facebook. Hetzler also wanted the City to spend money to support the people who visit here. Beaucaire noted the goals of the website RFP include supporting visitors and businesses.

Scott had four issues he wanted to address:

1. The public should see a copy of the bids.
2. The RFP was not complete in that it did not clearly delineate the scope of work. He wanted there to be clear outcome measures in the proposal.
3. While he was willing to accept Beaucaire was building on what they have, he wanted to see a written explanation of the path forward, such as how they would migrate all of the existing systems.
4. There needs to be a clear explanation of ongoing costs of maintaining a CivicPlus site, including how documents in the document library would be counted in terms of page counts that are included in the proposal.

Point 1: Beaucaire reported she was talking to bidders to see if there are trade secrets that need redacting which is consistent with Oregon public records laws. She indicated they would be posted once redactions are complete.

Point 2: Beaucaire stated she would need more detail from Scott about what he sees as a complete RFP.

Point 3: Beaucaire reports she has been talking to the programmer, Mark Clements, about mapping the business logic system and about getting her more specific information about the database. She added she had concerns about having a backup that could be quickly restored. Beaucaire questioned what exactly would they need to do if the entire system were to go down. She stated Clements has agreed to work with the City, in the limited time he has, to ensure migrations work effectively. Scott noted they do back up the system each night. Beaucaire was concerned about worst case scenarios.

Scott expressed concern about the business logic was being updated. Sue asked Scott to define business logic. Scott provided an example of staff tracking business licenses on paper and his writing a program to automate that work. May stated there was business logic for licenses, tax collection, and utility billing. Scott asserted there was one database, and he structured it so that there would be minimal impact on staff by not duplicating information such as property addresses and names. Scott stated the business logic for the licenses was old, and they were in the process of updating it when he stopped working on it (about 75% complete).

Point 4: Beaucaire explained there would be negotiations with whomever Council approved for the work, that developing the contract would be a process, and that there were no plans to shut anything down immediately.

Scott indicated he “panicked a little bit” when Councilor Glenn asked CivicPlus during their demonstration how their code would match up with Yachats’ code. Scott heard CivicPlus indicate they do not need to work with Yachats’ existing code. Scott argued that CivicPlus was essentially doing a static snapshot of a database that is highly dynamic. May argued that Scott was reading too much into that answer. May countered that no bidder would pick up Yachats’ unique code as they already have their own. She heard they would pick up modules and connect them to their website. She believed CivicPlus would retain the items that need to be unique to Yachats but use their own programs for things that are not unique to Yachats, such as the document library. She added that users will not know whether the sections of the website were designed by Scott, CivicPlus, or some third party. Scott believed no bidder actually looked at the existing code and backend business logic. May noted there was no documentation on the existing code and it would not be appropriate for an outsider to read the City’s code. Scott stated they did not need to look at the code, just the administrative side of the system. Beaucaire clarified bidders did have access to the administrative side. May noted several of the bidders made specific comments about backend processes. Beaucaire added that one of the technical people developing the RFP had looked at the back end and all bidders had the opportunity to examine it.

May noted there are three business sites that are part of the current system [yachats.org](http://yachats.org), [yachatoregon.org](http://yachatoregon.org), and [goyachats.com](http://goyachats.com). She noted [goyachats](http://goyachats.com) has not

been updated in years. May argued that goyachats gave a poor impression of Yachats. Scott agreed goyachats needed updating.

Scott asserted the community calendar was truly unique to Yachats. Scott clarified that anyone can post events on the community calendar. May noted the calendar features in the RFPs were impressive. Hoen reported there are only a few organizations that post on the community calendar, and the community calendar causes confusion with users as they think the events would be in the Commons building. Hoen recommended having separate calendars for the community and for events in the Commons. Hoen added that CivicPlus spoke very highly of the goyachats page and wanted to bring that information over to the new site.

Hoen stated that Facebook has been causing problems. She noted she has been fending off doomsday clock declarations that suggest everything will just end. Hoen added it was a challenge to use the goyachats site on a daily basis. She also noted they still have problems with business license applications, citing an example of someone recently being unable to file a business license request. Scott offered to help Hoen should she encounter problems. Beaucaire she was waiting on a vote from Council to being addressing the specifics of transitioning. Scott stated his offer was to help with current problems that might arise. Scott noted he still had administrative access, although he was not working on the site.

May noted the RFPs indicated there would be consistent support and an available help desk, noting that the current systems is now highly dependent upon Mark. My pointed out that as a company like CivicPlus works for 3,000 different communities, they have developed all sorts of programs that could be useful to Yachats. Scott indicated he and Clements had discussed setting up a more enduring support system through the College of Engineering OSU. Scott noted Mark has a full-time job as a project manager for OSU with ODOT as his major client. Beaucaire reminded Scott they would need a bid for that work.

Scott indicated he and Clements could not meet the timetable of the RFP in order to bid on it. He also stated Clements and his team were confused about the lack of specificity of the RFP. Beaucaire noted that she received comments about the RFP that they were already asking for an excessive amount of work.

Anthony Muirhead wanted hear more from Beaucaire about what started this whole process beyond it being "clunky" and having limited support. Nathan Bernard echoed Muirhead's question, noting he agreed the current site could use improvement.

Ann Stott summarized her understanding of development of the website and the ensuing frustrations with the system. She highlighted this site was created when there were no programs available to do the work, and they did so on a shoestring budget. Anderson questions whether \$30,000 could be considered shoestring. Stott indicated she was talking about the entire development process, and Beaucaire clarified they had spent \$120,000 in total. Stott saw the RFP as a way to advance the system.

Beaucaire noted the high levels of frustration of citizens trying to find documents and of staff trying to do their work. Hoen added that the frustrations are daily.

Stott indicated her interest arose over the cost issue where she heard there was a bid of \$130,000 and there were only two bids discussed at the Council meeting, with both being below \$30,000. The cost discrepancy made Stott question what the City was getting.

May summarized her experience as part of the RFP selection committee. May reported the high bid was a start-over proposal billed at an hourly rate. Beaucaire added this bid had no guarantee of a final cost as the hours required to do the rebuild would be hard to accurately estimate. May noted the larger companies have extremely large economies of scale for development.

May indicated she did not think Yachats is as unique in their business practices as some are claiming. May asked each business owner/manager (Hetzler, Bernard, Muirhead) if they used standardized software for managing their processes. All indicated they did use standardized programs and not custom software. May believed part of this RFP process was to investigate what other cities were doing to see if there was useful software available. Hoen noted most of the frustration is with staff. Hoen explained the cumbersome process to upload documents.

Hoen noted many of the documents are not ADA compliant as they are scanned images. Bernard wanted to know how many documents could not be scanned. Anderson and Scott disagreed about which documents were searchable. Anderson believed a file saved as a pdf would be searchable where a document scanned would not. Hoen noted that regardless, CivicPlus makes the whole process simpler. Scott believed Google now has a program to convert scanned documents into searchable documents.

Hoen really liked CivicPlus' ability to send notifications by email or text. She noted people using Google to search the site rather than the site search function. Bernard noted the cumbersome nature of finding documents. Hoen added the calendar cannot be printed, especially by day or month

Anderson recalled Scott's vision was spot on when he started and he has amassed a vast amount of information. She took issue with Scott in that she did not believe all of the systems needed to be interconnected. She also believed that programs now exist that can accomplish the functional issues.

Bernard noted the data exists now, and getting it into a different system should not be a problem.

Scott raised concern about the property inventory. He recalled how he has seen Councilors and Commissioners struggle with getting information about properties. He cited his dynamic vacation rental list. Scott gave examples of the usefulness of the property inventory and how it can be filtered on almost 150 variables. He added that

there is still a need to input some data. Bernard asked if people were using this database. Dunn indicated she used it that morning.

Anderson explained she uses the database regularly. She noted there is a huge amount of information in the database. However, some variables are fuzzy, such as what constitutes a parking space, noting she input that data based on her own best guess. She also pointed out that some things work quickly as Scott described, but she has had to export the data to Excel in order to search on the criteria she wanted. She stated there was no maintenance plan for the database, and noted it was common to have errors when entering data due, in part, to the number of boxes staff must check or uncheck. She believed there were no features that could identify conflicts in mutually exclusive variables. She noted a recent search for businesses within the city took several hours.

Hoehn stressed that the point of this process was to make these processes easier. May had concern that the entire system was dependent on one person and volunteers. Hoehn suggested inadequate support was a huge issue, noting how staff is so often delayed from helping other customers. Hoehn explained Judy Richter spent nearly two hours trying to help a customer get a business license.

Scott stressed he was willing to provide support. He stressed he wants to be helpful.

Bernard asked what the current proposal would cost. Beaucaire stated the current proposal was for a one-time fee of \$30,000 to develop the site and migrate the data. Beaucaire indicated that the negotiations with CivicPlus cannot begin until Council votes on the matter. Beaucaire noted that once she has that approval, she can go to CivicPlus and negotiate what modules are included and what modules are needed, as well as what would be the steps in migrating the data. Scott asked if there was any clarification on how page counts would be calculated for migrating the document library. Anderson reported CivicPlus indicated that static pages were counted on a one to one ratio, and PDF documents and images were counted in a ten documents to one page ratio. May suggested the city does not need to migrate all of the documents at one time. Beaucaire also noted there are duplicate documents and multiple versions of a document in the document library, which is a huge source of confusion to Council.

Dunn recalled the history of getting the Yachats Municipal Code online through a third party system. She reported Scott had putting the Code online was on his list of modules to create, but that kept being delayed by other priorities. Dunn stated the Council eventually decided to go with a third party to get it online. Dunn suggested this situation was where City is with respect to the website applications.

Scott recalled former Mayor Ron Brean had told him that he was not aware of any other City in Oregon that had a document library. Beaucaire and May stated that online document libraries were common now.

Su May asked Hoen if other people were calling her to ask questions about how to navigate the site as she does. Hoen reported she gets around three calls each day where people ask her to walk them through the site or applications.

Dunn wanted to keep the ability to use a community calendar so that nonprofits could continue to coordinate with each other. Hoen noted the confusion that arises over how the three calendars that exist.

May clarified that the City would own a license to use the software of the vendor but own the data.

Hoen and May wanted Scott to enjoy his retirement.

The meeting ended at 4:23.

## City Council Action Item Cover Sheet

DATE: October 10, 2018

### **Agenda Item:**

Commons Policy Manual Revision - "Alcohol Use / Sale"

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### **Question Before Council:**

Adopt the revised Commons Policy Manual to allow service of distilled spirits

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### **Person/Group Initiating Request:**

Parks and Commons Commission at the request of Linda Hetzler

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### **Item Summary/Background:**

This would allow hard liquor to be sold on the Commons premises under the same requirements we have had for some time for beer and wine.

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## **PROPOSED YACHATS COMMONS POLICY MANUAL REVISION**

### **ALCOHOL USE/SALE**

#### **Existing Policy:**

Security must be provided by the sponsoring group or the Lincoln County Sheriff's Office solely at the expense of the renter. Security staff must be situated at each point of distribution to enforce regulations and the end of the event. Alcohol will be limited to beer and wine only, two cups per customer per visit and dispensed in cups only – cans or bottles are not to be sold.

#### **Recommended Change:**

Delete: "Alcohol will be limited to beer and wine only."

#### **Revise last sentence to read:**

"Customers are limited to two drinks per visit, and all alcoholic beverages will be dispensed in cups only – cans or bottles are not to be sold."

*Our village is a place where natural resources are valued and protected, where diversity is celebrated, and where a vibrant economy and sense of community pride create and recreate a living spirit. Yachats cares not just for its citizens' basic needs but also supports them in their efforts to excel mentally, physically, artistically, and spiritually. It is a community with an enduring sense of itself.*



CITY OF YACHATS

## **CITY COUNCIL SPECIAL REGULAR COUNCIL MEETING**

441 Hwy 101 N., Yachats Commons, Room 1, Yachats OR

**Wednesday, October 17, 2018 at 9:30am**

### **SPECIAL REGULAR COUNCIL MEETING**

- I. Call Meeting to Order
- II. New Business
  - A. Review & Prioritize Goals from Facilitated meeting
  - B. Discussion of Goal impacts on 2018/19 Budget
  - C. Review of CIP Plan from Finance Committee

*The special council meeting is open to the public and interested citizens are invited to attend. These are open meetings under Oregon law, but a work session is not a community forum; audience participation is at the discretion of the Council. Meetings are audio-recorded. Public meeting minutes are available for review at City Hall. The meeting place is accessible to persons with disabilities. For accommodations, please call (541) 547-3565, or Oregon Relay 1-800-735-2900 TDD) two days in advance. City of Yachats does not discriminate on the basis of race, color, religion, creed, gender, national origin, age, disability, marital or veteran status, sexual orientation, or any other legally protected status.*

*In accordance with ORS 192.630, City of Yachats will make a good faith effort to provide accommodations for any person desiring to attend a public meeting, if the request is made at least 48 hours in advance of the meeting time. The meeting room is physically accessible to persons with mobility devices; a sign language or foreign language interpreter may be available, with advance notice. Call City Hall at 541-547-3565 or Oregon Relay 1-800-735-2900 (TDD) two days in advance. Posted October 4, 2018*

## **City Council Action Item Cover Sheet**

DATE: October 10, 2018

### **Agenda Item:**

Dahl - New service option rate proposal

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### **Question Before Council:**

Provide additional alternatives to customers

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### **Person/Group Initiating Request:**

Joseph Cook & Chuck Larwick

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### **Item Summary/Background:**

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August 7, 2018

YACHATS

Shannon Beaucaire

PO Box 345

Yachats, Or 97498

In an effort to provide some additional alternatives to our customers, which should allow some to lower their monthly bills, we would like to propose that we offer an option for every other week garbage service. Currently we offer weekly and monthly service, but have had requests for something in between. As you are likely aware, we have had some customers that are not happy with the recent adjustment for increased expenses and the new yard debris service, this would allow us to address their concerns in a proactive manner. Because of wanting to meet the customer needs quickly, and because our proposal is to charge a percentage of the current approved weekly rate, it is our hope that this rate can be administratively approved without a lengthy rate process.

The proposed rates for every other week garbage service, which includes the every other week recycling and yard debris service, would be based on the following:

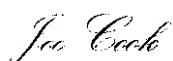
|                | current<br>approved<br>rate weekly | every other week garbage service     |                      |                         | monthly garbage service             |                         |
|----------------|------------------------------------|--------------------------------------|----------------------|-------------------------|-------------------------------------|-------------------------|
|                |                                    | proposed<br>every other<br>week rate | rounded to<br>\$0.05 | percentage<br>of weekly | current<br>approved<br>monthly rate | percentage<br>of weekly |
| 35 gallon cart | \$ 32.60                           | \$ 27.71                             | \$ 27.70             | 85%                     | \$ 25.00                            | 77%                     |
| 65 gallon cart | \$ 54.55                           | \$ 38.19                             | \$ 38.20             | 70%                     | \$ 27.05                            | 50%                     |
| 95 gallon cart | \$ 78.90                           | \$ 55.23                             | \$ 55.25             | 70%                     | \$ 39.45                            | 50%                     |

We have also included a monthly service option of 95 gallon carts, it is not clear why that was not included in previous rate schedules, but to give the full range of services, we would like to make that available to our customers as well.

The percentage costs are a result of the combined (bundled) services provided with each level of service which is why the cost differences are not linear. This every other week service option will provide customers to adjust their service levels to match both their needs as well as their financial circumstances.

If you have any questions, please feel free to contact me at [joecook@hotmail.com](mailto:joecook@hotmail.com).

Respectfully,



Joseph Cook, Interim General Manager

CITY OF YACHATS

**CITY COUNCIL WORK SESSION & REGULAR MEETING**

September 5, 2018

Draft Minutes

Mayor Gerald Stanley called the September 5, 2018 work session and regular meeting of the City Council to order at 9:30 am in Room 1 of the Yachats Commons. Council members present: Gerald Stanley, Barbara Frye, Craig Berdie, and Max Glenn. Excused: Jim Tooke. Staff present: City Manager Shannon Beaucaire, Clerk Kimmie Jackson, and Water Plant Lead Rick McClung. Audience: 20.

**I. Work Session Discussion Topics**

**A. Website Finalist Presentations & Results of RFP Selection Committee**

Manager Beaucaire reported:

1. The RFP was issued on July 17
2. The RFP was posted on League of Oregon Cities website and emailed to several preselected designers
3. Eleven responses with intent to submit were received
4. Seven proposal were received
5. The proposals were reviewed by a selection committee of staff, technical experts, and citizens
6. Two finalists were selected.
7. Jesse James Creative and Civic Plus were interviewed by staff on August 24, 2018.
8. Manager Beaucaire called the references for both of the finalists. Manager Beaucaire read three positive references for Civic Plus. Manager Beaucaire noted only two out of three references responded for Jesse James, and she read two reviews for Jesse James.

Manager Beaucaire noted there are pros and cons with each company in that neither company will meet the needs at one hundred percent. She indicated there was a concern among staff that licensing and tax collection might need additional support. Civic Plus offered several options to address these functions, and Jesse James did not return her call. Manager Beaucaire noted pros and cons of each applicant.

Manager Beaucaire indicated she hoped to have each company present to Council today, but Jesse James did not respond to her request to set up a presentation. She indicated she would show examples of each company's website and, if desired, the applicants could present at the September 12, 2018 Council meeting.

Manager Beaucaire showed the websites for Dunwoody, GA and Pagosa Springs, CO for Jesse James and Klamath County, OR; Dallas, OR; and Signal Hill, CA for Civic Plus. Councilors asked questions about what was requested of the applicants and what the applicants were offering.

Mayor Stanley asked Manager Beaucaire for direction on what is needed from Council. Manager Beaucaire indicated she wanted Council to indicate whom they would like to present at the September 12, 2018 meeting. Councilor Glenn indicated he wanted more time to look through the RFP, proposals, and documentation.

Questions raised included:

1. Did the finalists address the transition of information?
2. How much of the current website will the website incorporate?
3. Would the City need someone local to provide support?
4. How will the documents in the document library be displayed?
5. What is an i-frame?
6. What items would require an i-frame?
7. What current functions would the City keep?
8. How does the search function work and would it search PDFs?
9. How will the provider ensure documents are properly classified?
10. How easy is it for staff to correct uploaded documents?
11. What type of analytics would be available?
12. What technology platforms are being used?
13. Who would own the site?
14. What are audit and security practices?

Councilor Frye was concerned that no local or west coast applicants were interviewed. Frye believed they should add a local person to the interview process. Manager Beaucaire noted the local proposals appeared to not meet all of the capabilities requested in the RFP, and the selection committee was not comfortable with the amount of support the local applicants could provide.

Glenn wanted to have only Civic Plus present at the September 12, 2018 meeting to allow more time to talk with them. Mayor Stanley wanted to see both companies present.

Councilor Berdie indicated he would provide Manager Beaucaire with additional written questions for the finalists.

## **B. Discussion of Commons Manual of Plastic Water Bottles and Properly Permitted and Certified Security Allowed to Carry Firearms**

Mayor Stanley stated Council would discuss the topic today and take public input at the September 12, 2018 meeting.

1. Armed Security: Glenn noted he has received a phone call and email about the firearms questions. Glenn noted in the Policy Manual, firearms sales and displays are prohibited. He noted there was also a sentence on paid certified security being allowed to carry firearms in the Firearms Sales and Display section of the Manual. Glenn suggested this line be removed from this Firearms section and instead included in the section on security.

Glenn stated there are times when events have high value items and they want security over night. Glenn had no issue with properly trained and certified security having firearms for this purpose. He also wanted additional information on the certification process.

Frye agreed with Glenn about the location of the sentence Glenn identified. She was concerned about the meaning of certification and reported she found a certification for \$38 online in less than an hour. Frye indicated she had talked to retired police officers about certification. She also found an "armed security professional" certification, which required more training. She also noted the policy requires security at certain events. Frye wanted to know why any security would need a gun at the Commons. Frye believed only trained police officers should be allowed to have guns. She also believed there are retired deputies who would work as a private security guard.

1  
2 Mayor Stanley asked Mark Shepard, retired law enforcement officer, to speak to the matter.  
3 Shepard indicated that the State of Oregon requires private security at various levels of security,  
4 going from guards that are minimally trained (such as Event Staff) to armed professionals,  
5 which have to be licensed and trained per State regulations, involving background checks,  
6 psychology testing, and range training.  
7

8 Shepard suggested the City would be limiting itself by requiring only professional law  
9 enforcement. He noted the Lincoln County Sheriff's department does not offer security services,  
10 as they do not have the staff to support that. He noted the cost of using overtime officers starts  
11 at around \$60 per hour, which prices out most events at the Commons. Shepard advised that  
12 the City not get into the business of doing security.  
13

14 Berdie indicated the security is up to the vendor, and he was not opposed to having armed  
15 security as long as it was appropriate. Berdie noted there could be situations where armed  
16 security would be reasonable, but wanted to set some threshold for when this would be  
17 required.  
18

19 Mayor Stanley stated he was concerned about situations where an event at the Commons  
20 would require armed security as a reflection of the state of our nation. He was concerned that  
21 the presence of armed security could destroy the atmosphere of the community.  
22

23 2. Plastic Bottles: Frye indicated she was shocked to see the section on not allowing  
24 plastic bottles deleted from the Policy Manual. Frye summarized the history of enacting this  
25 policy. Frye believed the citizens voted in 2011 to have this policy and it reflects a policy  
26 statement that the City should stand by. She reported information she found online about the  
27 problems with plastic bottles, and she noted she recently saw five plastic bottles in the front  
28 commons trashcan. Frye emphasized the City should make an appropriate positive value  
29 statement. Frye suggested the statement be changed to incorporate all plastic bottles.  
30

31 Berdie stated agreed the statement was important to make, and people could still bring in plastic  
32 bottles if they wanted. Glenn agreed the policy statement was important, and suggested adding  
33 language in the statement that indicated it was a value statement. Mayor Stanley also wanted  
34 to keep the statement in the Commons Policy Manual.  
35

### 36 **C. Discussion of Dog Educational Brochure**

37 Frye reported Bette Perman drafted a brochure, and then Quinton Smith and Manager  
38 Beaucaire added their input. Frye noted there was already a brochure put out by the City  
39 reminding people to pick up after their dogs. Smith suggested putting the brochure in the  
40 monthly City mailing of water bills. Smith also suggested ways to distribute the brochures  
41 around town and through the vacation rental companies.  
42

43 Glenn suggested the City install signage for picking up poop and for leashing dogs. Mayor  
44 Stanley noted that the leash policy is a recommendation, not a requirement. Mayor Stanley  
45 added that dogs could die from eating seagull poop when it has salmon in it. Perman added  
46 dogs running loose on the beach present problems, especially when multiple dogs are running  
47 free and could get into fights.  
48

### 49 **D. Emergency Operations Plan Update**

50 Manager Beaucaire noted the Emergency Preparedness Committee updated the Emergency  
51 Operations Plan (EOP) and the Public Works and Streets Commission approved the plan and

1 recommended Council approve the document. She indicated this introduction was the first step  
2 in a process of approval and did not require action at this time. She noted there are some items  
3 that still need to be addressed, such as relationships with the Fire Department. Bob Bennett,  
4 Chair of the Emergency Preparedness Committee, explained this document addresses what  
5 happens in the event of a major emergency. He noted the EOP provides the framework for how  
6 emergencies are managed, and in most cases, the City of Yachats would not be the major  
7 operation overseeing the emergency effort. He explained the document was based on the Plan  
8 from the City of Newport and modified to reflect the resources and needs of Yachats. Bennett  
9 stated the sections of most importance to the Council are the ones concerning emergency  
10 declarations and are noted in Section 1.7 and Appendix A.

11  
12 Mayor Stanley clarified Councilors could send emails or provide hard copy comments as a  
13 means to provide their feedback. Glenn asked that a hard copy of the entire document be  
14 available at City Hall. Glenn asked when the Council would need to send a promulgation letter.  
15 Manager Beaucaire indicated Jenny Demaris, Emergency Planning Manager of Lincoln County,  
16 stated the City is required to review the document every five years. The City has already  
17 fulfilled that obligation. Manager Beaucaire added that when the additional information is  
18 incorporated, the letter of promulgation would be sent to Demaris.

19  
20 Berdie noted there are some technical details, such as usable radio frequencies, that should be  
21 addressed. Bennett stated that type of information would end up in appendices to the  
22 document, and most of the work has been done and are in the current plan. Bennett explained  
23 those details are not necessary for this step of the process.

24  
25 Glenn thanked John Moore for filling the Chair position on the Public Works and Streets  
26 Commission.

## 27 28 **E. Approve Agenda for 9/12/18 City Council Meeting**

29 Manager Beaucaire noted the addition of the following items:

- 30 1. IT Presentation
- 31 2. Add to Reports: Code Enforcement Report on Grease Traps
- 32 3. Planning: light industrial, sign code update, and Comprehensive Plan review.

33  
34 Mayor Stanley clarified that One of Us Productions will be presenting to Parks and Commons in  
35 October.

36  
37 Glenn added:

- 38 4. Proclamation that September is National Recovery Month.

39  
40 Berdie added:

- 41 5. Inclusion of a budget report or financial update.

42  
43 Council consented to the agenda with the above additions.

## 44 45 **REGULAR MEETING**

### 46 47 **I. Announcements**

48 Shelly Shrock (121 Greenhill Drive) announced that there would be a farewell for Ron Brean  
49 and Lauralee Svensgaard from 6:00 to 10:00 pm on September 10, 2018.

50  
51 Mayor Stanley announced:



1. The City Council is having a Special Work Session with a facilitator on September 10, 2018 from 9:00 am to 4:00 pm.
2. The electric car show is from 10:00 am to 3:00 pm in the picnic shelter on Sunday, September 9, 2018
3. There are two events on September 13: Council of Governments Awards Dinner and the Cape Perpetua Collaborative Volunteer Appreciation Dinner. Berdie and Frye indicated they would attend the Cape Perpetua event.

Frye announced the Florence to Yachats bus service has begun.

Peter Collie, President of South Lincoln Resources, handed out a brochure and described the work of South Lincoln Resources. He highlighted they have workers that can help remove and deliver furniture and appliances, they process goods that help take care of people's basic needs, such as medical goods and food resources. Collie asked people to volunteer and thanked everyone for their support. He added that they are holding an open house Sunday, September 9, 2018 from 1:00 to 4:00 pm and all are invited. Glenn reported that Yachats played a central role in the creation of this organization and there is significant Yachats history associated with this work. Ginny Hafner and Joanne Kittel reported they have been very pleased with the help they have received. Collie noted they have distributed over 300 Holiday Baskets to local people.

## **II. Proclamation: South Lincoln Resources, 35<sup>th</sup> Annual Celebration**

Mayor Stanley read a Proclamation for South Lincoln Resources for neighbors helping neighbors.

Glenn moved to proclaim that South Lincoln Resources is an exceptional neighbor in our communities by providing basic needs and by representing the importance of volunteerism; and for 35 years, South Lincoln Resources has been, and continues to be, an important and engaged community resource: Aye – 4; No – 0.

## **III. Public Comment/Citizens Concerns – none**

## **IV. Public Hearing: Ordinance 353 Animals at Large**

Mayor Stanley suspended the regular meeting and opened the Public Hearing on Ordinance 353 for Yachats Municipal Code section 5.08.030 on Animals at Large.

Manager Beaucaire summarized the history of this legislation and noted this is the second Public Hearing on the Ordinance.

There was no public testimony.

Mayor Stanley closed the Public Hearing on Ordinance 353.

Frye moved to adopt Ordinance 353 for Section 5.08.030 Animals at Large as presented: Aye – 4; No – 0.

## **IV. Reports**

### **A. View the Future: Update on Evans-Betz Property**

Joanne Kittel (1356 Hwy 101 S), Chair of View the Future, provided an update and summary of the Evans-Betz property. She explained when the appraiser was asked to update the land appraisal, the Trust for Public Lands (TPL) provided additional reports to the appraiser, who

1 then quit. This action required a new appraisal and delayed the grant application. In July 2018,  
2 View the Future learned TPL underwent significant cuts and laid off the coordinator for the  
3 Yachats project. She noted the work is now being handled at the Bend, OR office. Kittel  
4 wanted to know if Council was still on committing \$200,000 to the project.

5  
6 Manager Beaucaire stated she asked Kittel to present to Council so they could take this  
7 information to the September 10, 2018 work session. Berdie asked if the money was in the  
8 current budget. Manager Beaucaire reported the money was not in the current budget and was  
9 not certain if it was in a CIP for future years.

10  
11 Kittel noted the funding pledged by the City was from the Visitors Amenities fund.

### 12 13 **B. Library Commission: Library move update**

14 Marv Wagle (289 W 2<sup>nd</sup> St), Chair of the Library Commission, stated, as previously reported in  
15 July, the estimate for renovating the 501 Building was between \$750,000 and \$1 million. As a  
16 result, the Commission recommended reconvening the 2+2 Working Group and examining an  
17 expansion of the current facilities. He note the 2+2 revised the criteria for the library,  
18 established budget of \$375,000, and asked the City Manager to engage an architect to provide  
19 preliminary designs. Wagle reported on August 8, 2018, the Commission and the 2+2 Committee  
20 met and agreed to contract with architect identified by the City Manager. The architect and  
21 representatives met with the City Manager, Facilities Manager Heather Hoen, the Librarians,  
22 and two Commissioners on August 21, 2018. The architect estimated it would take two months  
23 to generate a report.

### 24 25 **C. Planning Commission: Response to Councilor Glenn's May 9, 2018 request for the** 26 **Planning Commission to look at the Newport Report on Housing Initiatives**

27 Postponed until later date.

## 28 29 **V. New Business**

### 30 **A. Discussion and vote on IT finalists**

31 Berdie asked that two or three scenarios be developed for the finalists so they can demonstrate  
32 that function. Glenn was not clear as to how many of the finalists would present. Frye was  
33 inclined to have both candidates present, and wanted the selection committee to be present to  
34 field questions from Council. Glenn asked that the selection process be respected and affirmed.  
35 Manager Beaucaire indicated the selection committee and staff were confident and were very  
36 positive with the two candidates. Manager Beaucaire noted Council could as that the RFP be  
37 re-posted, but the City was currently very limited on having support for the existing site

38  
39 **Glenn moved to accept with appreciation the review of the proposals from the RFP and to**  
40 **accept the two finalists as recommended by the selection committee and staff for presenting to**  
41 **the Council at the September 12, 2018 meeting: Aye – 4; No – 0.**

42  
43 Glenn asked if any staff could speak on the matter.

44  
45 McClung noted Civic Plus scored in the 200's and the local RFPs scored between 50 and 100.  
46 He noted Civic Plus had over 3500 municipal sites while Jesse James only had 12 municipal  
47 clients. McClung believed Civic Plus understood what the City was trying to accomplish.

48  
49 Clerk Kimmie Jackson appreciated the ease of using the Civic Plus site. She noted Civic Plus  
50 was very responsive to her questions and Jesse James did not present information that was  
51 relevant to her work. Jackson wanted to know the websites designed by these companies

1 worked for other cities. Jackson added what the City currently has does not do everything, and  
2 Civic Plus was the only company she felt comfortable with.

3  
4 Manager Beaucaire noted Heather Hoen and Helen Anderson participated in the interview.  
5 Hoen asserted Civic Plus blew Jessie James out of the water. She noted while nobody met one  
6 hundred percent of their criteria, Civic Plus was very responsive to the needs of staff. Hoen  
7 explained the uploading documents process was much more user friendly with Civic Plus. She  
8 noted Jessie James had good buildable pages, but the City does not need that feature. She  
9 noted the Civic Plus websites are very user-friendly. She was impressed by how much Civic  
10 Plus covered in the time allotted. She was encouraged by Civic Plus' vast experience with city  
11 websites, noting they have already uncovered and fixed bugs in their systems. Hoen was very  
12 impressed with the potential for user support with Civic Plus.

13  
14 Anderson explained Civic Plus took the time to complete the massive table of requirements to  
15 indicate how they would address each. Anderson believed either finalist would be a huge  
16 improvement for staff. She also believed information from the current site would not be lost.  
17 She suggested that the glitches in the implementations would be a huge improvement over the  
18 problems experienced now.

19  
20 Glenn was concerned that Council's time would be limited during the presentations, and he was  
21 in favor in eliminating Jesse James based on their non-response to Manager Beaucaire  
22 requests. Glenn would rather have Civic Plus have all of the time to address their concerns and  
23 asked that Council re-examine the decision to have both finalists present at the next meeting.

24  
25 **Berdie moved to only invite Civic Plus to present to Council and to give them scenarios to**  
26 **demonstrate in their presentation:** discussion

27  
28 Manager Beaucaire provided more detail on the selection process and highlighted the  
29 significant work the selection committee did. Mayor Stanley indicated he was undecided about  
30 whether to have both finalists present. John Moore added that Councilor Tooke was extremely  
31 enthusiastic about Civic Plus.

32  
33 Frye asked if Tooke was part of the selection committee. Manager Beaucaire indicated Tooke  
34 was not, and she added that one of the technical advisors was related by marriage to Councilor  
35 Tooke. Manager Beaucaire explained Greg Scott has requested she get more technical  
36 expertise involved in the process. She asked Scott's coder, Mark Clements, to provide her with  
37 references for technical persons. Clements provided no references. Tooke indicated he knew  
38 of a consultant who was experienced in web development. Manager Beaucaire read sections of  
39 the consultant's resume.

40  
41 Mayor Stanley had concern on whether Tooke should recuse himself for any votes at the next  
42 meeting. Berdie did not see there was any financial gain for this consultant or Tooke. McClung  
43 reported that this consultant served more of a clarifying role than a persuasive role.

44  
45 **Call for vote on Berdie's motion: Aye – 4; No - 0.**

46  
47 **B. Public Works Commission Applicant – item removed**

48  
49 **C. Library Commission Applicant, David Rivenus**

50 Wigle introduced the applicant, David Rivenus, and reported the Commission voted  
51 unanimously to appoint Rivenus to the Commission. Rivenus stated he participated in helping

1 get a music center built in Brattleboro, VT and he has had grant-writing experience. Glenn  
2 asked whether he had been briefed on the current work of the Library. Rivenus reported he has  
3 talked with Wigle and Library Commissioner Marion Godfrey and is well aware of the issues  
4 facing the Commission. Rivenus believed the Library was critical to the life of the community.

5  
6 Frye noted a strength of the Library Commission is that the Commissioners are also volunteers  
7 for the Library and asked how he planned to learn about the operations of the Library. Rivenus  
8 stated Library Commissioner and Library Volunteer, Diane Allen, has offered him a standing  
9 invitation to come see how the Library operates. Frye recommended Rivenus attend the  
10 monthly meetings of the volunteers. Glenn noted his late wife was Chair of the Library  
11 Commission. Rivenus indicated he was impressed with the dedication of the Library  
12 Commissioners

13  
14 Frye moved to appoint David Rivenus to the Library Commission: Aye – 4; No - 0.

## 15 16 **VI. Other Business**

### 17 **A. From the Mayor**

18 Mayor Stanley requested that Councilors select their three favorite evaluation forms for the City  
19 Manager prior to the September 10, 2018 special work session.

20  
21 Councilor Glenn asked whether updating the Charter to reflect the City Manager position was on  
22 the agenda for the special work session. Manager Beaucaire explained the Charter is being  
23 considered both for the update for the City Manager structure and to address whether Council  
24 terms be changed from four years to two years.

25  
26 Frye suggested they prioritize the eighteen items on the agenda, as it would be unlikely they  
27 could have time to have in depth discussions on each of the eighteen.

28  
29 Berdie indicated he has concerns about the form and format of the meeting, noting the Council  
30 is missing purpose and direction, and it would be difficult to assess priorities without  
31 understanding their goals. Berdie thought the communication aspect was less important than  
32 the “meat” of the topics. Manager Beaucaire explained the reasons for the current format as a  
33 public work session rather than an executive session on communication.

34  
35 Berdie was concerned that the last part of the meeting was on strategic planning, when Council  
36 would likely be very tired. Frye reiterated her concern to clearly define the goals of the Council  
37 and to have a plan. She expressed concern over not having enough discussion time,  
38 suggesting each topic would only have two minutes of discussion. Manager Beaucaire noted  
39 the Council Rules and Responsibilities was put first as this document was frequently referenced.

40  
41 Mayor Stanley wondered what would be appropriate to pass on to a new Council in 2019. He  
42 suggested it was more important to establish goals rather than to do the strategic planning.  
43 Glenn noted there were actually five major items that would be addressed, and that they would  
44 not be doing strategic planning. Berdie asserted the City would be well served to develop a set  
45 of goals, which would give the new Council a head start for their work. Berdie suggested the  
46 issues were not as complicated as some were suggesting.

47  
48 Frye was not certain as to what the facilitator would be doing at the meeting, as the meeting  
49 agenda had changed somewhat from what she originally proposed. Manager Beaucaire  
50 explained some of his role. Mayor Stanley recognized there were substantial and varied  
51 expectations about the meeting.

1  
2 **Berdie moved to revise the agenda to move Strategic Planning Priorities to the second item on**  
3 **the agenda: Aye – 2: No – 2 (Glenn, Stanley).** The motion does not pass.  
4

5 Manager Beaucaire indicated she has asked staff to be on call all day in case Council wanted to  
6 consult with any of them.  
7

8 Frye asked for clarification on what the people coming from Newport would be adding to the  
9 meeting. Manager Beaucaire indicated they are coming to give Council perspectives on their  
10 experience with the City Manager-Council form of government. Berdie was not certain as to why  
11 the manager-council roles had so much emphasis on the agenda. Glenn noted Council is still  
12 adjusting to the new structure of government, such as going from a shepherding system to  
13 allowing the City Manager to have the freedom to manage. Glenn also noted Council needs to  
14 address how they “put teeth” in Administrative Policy 6. Frye did not see that Council was  
15 micromanaging staff. Glenn noted he wanted to ask the representatives from Newport how they  
16 deal with Councilors who disrupt the process.  
17

18 **B. From Council – none**

19 **C. From Staff - none**  
20

21 Mayor Stanley adjourned the meeting at 1:15 pm.  
22  
23  
24

25 \_\_\_\_\_  
26 GERALD STANLEY, Mayor  
27

28 ATTEST:  
29  
30

31 \_\_\_\_\_  
32 Shannon Beaucaire, City Manager

\_\_\_\_\_  
Date

CITY OF YACHATS  
CITY COUNCIL SPECIAL WORK SESSION  
September 10, 2018

Draft Minutes

Mayor Gerald Stanley called the September 10, 2018 special work session of the City Council to order at 9:05 am in Room 1 of the Yachats Commons. Council members present: Gerald Stanley, Jim Tooke, Barbara Frye, Craig Berdie, and Max Glenn. Staff present: City Manager Shannon Beaucaire, Waste Water Plant Lead Dave Buckwald, Water Plant Lead Rick McClung, Clerk Kimmie Jackson, Clerk Judy Richter, Facilities Manager Heather Hoen, and Public Works Crew Kevin Kentta. Invited Guests: Facilitator Larry Dillenbeck, Newport Mayor Sandy Roumagoux, and Newport City Manager Spencer Nebel. Audience: 6.

**I. Work Session Discussion Topics**

**A. Ice Breaker**

Facilitator Dillenbeck introduced the concept of “appreciative inquiry” and asked Council to identify what the strength of the Council was and what they appreciate about the Council. Responses included: forthrightness, involvement in community, array of skills, deep concern for health of City, valuing citizen input, love of the community, passion, and dedication. Areas that need improvement: how to disagree agreeably, transition to Manager-Council form of government, and inability to make timely decisions.

Dillenbeck explained the SCORE model for looking at issues, with issues being categorized into the following areas: S – Symptom/Situation, C – Cause, O – Outcome, R – Resources, E - Effects/Benefits. Frye had concerns about having to limit their comments to two minutes and the number of items on the agenda. Frye wanted clarification on the expectations of the outcome of the meeting. Dillenbeck agreed that the agenda was substantial, and they could reprioritize as they proceed through it.

**B. Roles & Responsibilities of Manger and Council**

City Manager Nebel provided some background on the City Manager form of government, noting it is the predominant form of government for municipalities, especially as government gets more complicated. Manager Nebel noted Oregon has above-average requirements on city operations. Mayor Roumagoux noted that elected officials understand the needs of community but not necessarily how the administrative side works. She highlighted the League of Oregon Cities and Council of Mayors as helpful resources. She argued there needs to be a huge firewall between the Council and the City Manager in terms of day-to-day operations. She noted the importance of working as an elected body, not as individual members working with each other or with the Manager. Mayor Roumagoux suggested that Councilors think in terms of their being only one-fifth of a decision. Manager Nebel emphasized that the Council not get hung-up on getting unanimous decisions. He noted he always makes a recommendation to Council for each agenda item so Council has a starting point. He also believed the firewall between Council and the Manger must be respected.

Mayor Roumagoux indicated their goal-setting work and the review process affords an opportunity to track progress, noting informal reviews were much more effective. Manager Nebel provided an example of a goal for him was to be more interactive with the community

1 whereas an organizational goal was to proceed with development of aspect of their plant.  
2 Mayor Roumagoux discussed how the goals for the Manager are part of the evaluation process.  
3  
4

5 Questions for Newport representatives:  
6

7 a. Glenn asked for clarification on the roles of advisory committees. Manager Nebel noted they  
8 have advisory committees, and Councilors are not members of the advisory committees, but  
9 they do appoint representatives to the committees who serve as liaisons who then report back  
10 to Council. Manager Nebel emphasized committees are to advise. Mayor Roumagoux noted  
11 the liaisons report to Council at each meeting.  
12

13 b. Glenn asked how important it was to have private space to work. Manager Nebel indicated  
14 that he could not function without private workspace, and Dillenbeck noted how much time  
15 interruptions take away from work.  
16

17 c. Glenn asked how they manage individuals on the Council. Manager Nebel indicated the  
18 Mayor is responsible for managing the Councilors. Mayor Roumagoux discussed ways of  
19 managing time during the meetings. Manager Nebel noted they have work sessions that focus  
20 on longer-term issues where no actions are taken.  
21

22 d. Berdie asked how goals are tracked during the year. Manager Nebel reported they set goals  
23 in February, which influences the budgeting processes. He then reports on progress before the  
24 next goal-setting session. Manager Nebel noted there are separate sets of goals for the Council  
25 and for the Manager, which are evaluated differently.  
26

27 Manager Nebel stressed that Council needs to make a motion on things he is asked to do.  
28

29 e. Frye stated the Council used to have goals. Frye raised the issue of micromanaging and  
30 disturbed a document she found.  
31

32 f. Frye asked how Newport addressed fiscal goal setting. Manager Nebel indicated he explains  
33 the budget items to the Budget Committee and Council as it relates to goals he was given from  
34 the February goal setting process. He noted it would be ideal to have reports between the  
35 meetings, but he as not had time to institute this objective.  
36

37 g. Manager Beaucaire asked how often the Council and Mayor interact with the Manager.  
38 Manager Nebel indicated he provides a written report every two to three weeks, which also goes  
39 to Department Heads. He relies more on written communications. The only one he regularly  
40 meets regularly with is the Mayor, every two weeks to go over the agenda. He added he gets  
41 feedback from Council during informal work sessions. He noted the work session before the  
42 formal meeting does not address the agenda items for the formal meeting. The group discussed  
43 pros and cons of Council meeting schedules. Manager Nebel also noted he has support form  
44 Department Heads.  
45

46 h. Manager Beaucaire asked what financial information is reported to Council and how often it is  
47 reported. Manager Nebel indicated they provide a quarterly report to the Council that is by  
48 department only (not line items) that compares to budget amount and amount the previous year.  
49 He added that their Council only has to act on items over \$50,000, otherwise there is no direct  
50 oversight of financial matters. They have an Audit Committee, which includes Councilors, that



works with the auditors and does an annual financial review of the City. Mayor Roumagoux noted the Audit Committee has worked very well.

i. Manager Beaucaire asked about collaboration with other communities. Manager Nebel indicated it was essential to have Council and Staff participate in collaborative processes such as conferences (e.g., ICMA and manager meetings, League of Oregon Cities, Mayors regional meetings).

Mayor Roumagoux and Manger Nebel left the meeting at 10:40 am.

Berdie noted many of the agenda items overlap so it would be difficult to keep the agenda items separate. Dillenbeck explained he was told the Council had agreed to the order of items on the agenda. Glenn asked for time to digest the input from the Newport Manager and Mayor, rather than rehashing their discussions at this meeting. Dillenbeck noted they could incorporate information from these discussions as they apply to topics on the agenda. Frye expressed confusion over whether they would be making decisions on the topics.

## **Agenda Items**

### **1. Roles & Responsibilities of Council**

### **2. How Councilor are adjusting to new Manager/Council Roles**

### **3. Communication that Council gets from Manager**

### **4. Role of Council in Financial Planning – form of financial reports to Council**

### **5. Expressions of Council Concerns**

Frye suggested that Council roles and responsibilities were all documented in the Council Rules, Citizens Handbook, and City Charter. Manager Beaucaire explained this item was on the agenda because of a lack of understanding about the relationship between the Council and Manager. Frye took away from the last meeting that asking a question was a form of micromanaging. Frye was uncertain about who was being micromanaged. Mayor Stanley suggested his comment on taking down the wall in City Hall to former Manager Davies was micromanaging. Mayor Stanley was surprised that the Newport Mayor did not talk to Council, but he noted there are times when a councilor will tell him they talked to another councilor. This conversation chain gave him concerned about having sequential meetings. Mayor Stanley also suggested they interact with the Manager as a body, not as individual members. Frye argued giving directions was different from having a discussion.

Dillenbeck referred the group to Section 6.4 of the Council Rules. Glenn noted micromanaging is not just looking over a shoulder. He would include making suggestion or asking questions in a way that sounds directive (e.g., Why has that been done yet?). Glenn noted the City Attorney informed him that any suggestions he makes to people about the City make him liable if they take his words as direction. Glenn suggested Councilors needed to ask questions at meetings rather than in between meetings.

Glenn wanted to know how Councilors could be reprimanded for not following the rules. Frye indicated she researched this topic. Glenn stated the fact that Frye had to do research was indicative that they needed to talk about this issue. Tooke noted this discussion was an example of how the Council over discusses issues.

Dillenbeck saw consensus that Councilors talk to each other during a meeting rather than going to Manager Beaucaire first.



1 The group discussed examples of appropriate communications. Manager Beaucaire indicated  
2 she would talk to other communities about how they facilitate communications outside of  
3 meetings.

4  
5 Council agreed they appreciate the weekly email reports from the City Manager. Manager  
6 Beaucaire asked if weekly emails, monthly reports, and notices unforeseen issues was enough  
7 reporting. Frye wanted to see more about what is going on with the Commissions. Manager  
8 Beaucaire noted she gives Commission updates in her City Manager reports.

9  
10 Clerk Richter reported the City converted to a new accounting system in January 2017 and  
11 there has been significant work to get the system structured correctly. Given the way the  
12 systems were combined, it would take a huge amount of work to do comparisons between years  
13 previous to 2017-2018. She proposed as the Council sets the budget, she could provide  
14 updates on actual versus budgeted amounts

15  
16 The group discussed what should go into the financial report and how often the report should be  
17 provided. Manager Beaucaire indicated she heard Councilors being worried that they would be  
18 informed at the last minute of a large transaction. She explained that she and Richter are  
19 fiscally conservative and monitor transactions regularly. Manager Beaucaire explained that she  
20 reports to Council any significant or unusual financial activity. She noted they bring to Council  
21 anything that Council needs to have input on or vote on. The group also talked about how the  
22 Council might have greater trust the work of Richter and Manager Beaucaire on finances.  
23 Richter cited an example of the city being asked to pay for a party for the former Mayor.  
24 Manager Beaucaire and Richter questioned the appropriateness of the City paying for what was  
25 essentially a private party.

26  
27 Dillenbeck cautioned Councilors that their words might be interpreted differently because they  
28 are Councilors.

29  
30 Regarding requests for reports, Mayor Stanley noted sometimes a request to Manager  
31 Beaucaire results in 30 hours of staff time. Glenn added that Councilors could always read the  
32 minutes of the Commissions to stay abreast of their activities.

33  
34 Manager Beaucaire clarified Richter would prepare a report for the October Council meeting  
35 and the Council could provide feedback on the report contents at that time.

36  
37 Tooke asked he be contacted email rather than phone.

### 38 39 **C. Organization Structure of the City of Yachats**

#### 40 **3. Regular review of documents, such as Council Rules**

41 Councilors agreed that regular reviews are needed at a specific time of year. Frye did not think  
42 reviewing documents piece meal was effective. Dillenbeck heard there was agreement to form a  
43 subcommittee to establish a document review policy on documents to include and review timing.  
44 He recalled a best practice of having only the most recent document on the website and past  
45 versions archived in a different location.

#### 46 47 **4. Charter Amendments – LOC Model Charter**

48 The group agreed they needed to update the Charter to reflect the City Manager position.  
49 Manager Beaucaire highlighted section 8.1 in the LOC Model Charter.

1 Berdie asked if this issue was the best use of their time as opposed to using work sessions to  
2 address topics of more importance to the community. Frye recalled changes to the Charter  
3 must be voted on by the people. Glenn was inclined to not address charter changes, other than  
4 City Manager addition, because of the current climate of public opinion. Manager Beaucaire  
5 noted the City Attorney had stated there was no specificity in the Charter about the City  
6 Manager position, which can be problematic when identifying what falls under the Manager's  
7 jurisdiction. She indicated she would ask the attorney if there was an interim option to add City  
8 Manager roles and responsibilities. Mayor Stanley wanted to make Charter changes to be  
9 voted on in the May 2019 elections.

10  
11 Dillenbeck summarized that the Council was going to review the entire City Charter and present  
12 the revision to the public for a vote in May 2019. Frye asked to add a caveat that Manager  
13 Beaucaire would investigate whether there was another alternative to establish the position.  
14 Glenn was not in favor of Frye's suggestion. Glenn wanted to revise the Charter while having  
15 the City Manager see if there was an interim method to establish the position. Frye suggested  
16 the City Manager position is part of the City's structure and thus it should be in the Charter.

17  
18 Mayor Stanley wanted to know why Berdie might be opposed to including the City Manager  
19 position in the Charter. Berdie suggested the Council spends inordinate amounts of time on  
20 internal organization issues, and wanted to know if there was an easier way to address the  
21 structural issues. Glenn noted they could simply take the language from the Model Charter and  
22 add it to the existing Charter.

23  
24 Dillenbeck concluded that Manager Beaucaire needed to gather more information before  
25 Council would decide on the approach for the Charter revisions.

#### 26 27 **1. Commissions/Committees/Staffing**

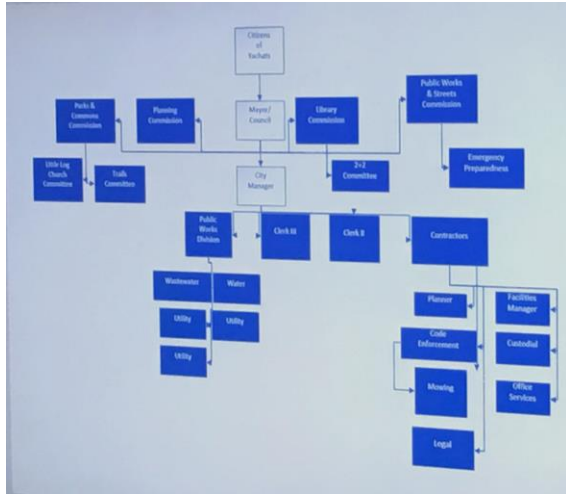
28 Manager Beaucaire recalled Council had asked her to provide recommendations on this topic.  
29 She noted there were 81 tasks listed under City Manager in the following categories:

30 Chief Administrative Officer  
31 Chief Financial Officer  
32 Budget Officer  
33 Elections Officer  
34 City Recorder  
35 Public Works Director  
36

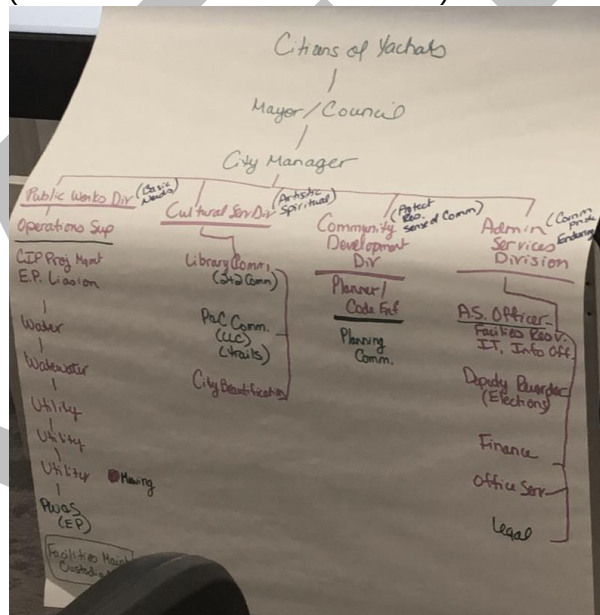
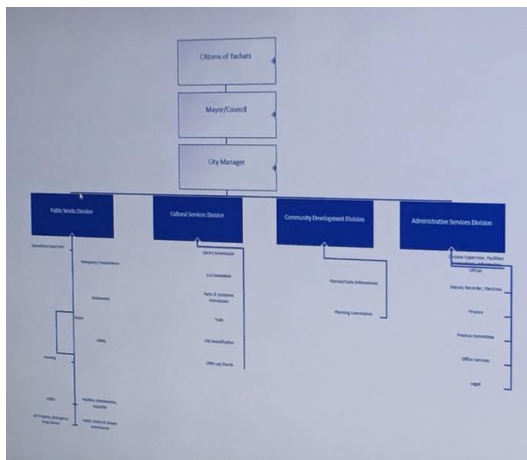
37 Manager Beaucaire added that COG recently provided the City with new email tracking  
38 software, and she noted she read 2400 emails in a 30-day period.

39  
40 Manager Beaucaire presented a very rough draft organizational chart. Manager Beaucaire  
41 noted that these thoughts were very preliminary, should not in any way be construed as where  
42 an absolute decision of where the City was heading. It was merely initial thoughts in response  
43 to the Council's request.

44  
45  
46  
47  
48 **EXISTING ORGANIZATIONAL CHART**



### PROPOSED ORGANIZATIONAL CHART (ROUGH PRELIMINARY DRAFT)



She identified five possible divisions: Public Works, Cultural Services, Community Development, and Administrative Services.

She noted there is an issue over when contracted workers are actually employees versus independent contractors. Manager Beaucaire explained she is proposing Divisions to better reflect the City vision statements. One possible idea was to more formally involve staff into Commissions. Manager Beaucaire noted there were two new positions authorized by Council for this fiscal year. Additionally, the Code Enforcer's last day is Friday and City Planner is resigning at the end of the year. She noted Code Enforcement and Planning take top priority. Glenn clarified this proposal incorporates the work of COG on assessing job descriptions. Manager Beaucaire was proposing to combine code enforcement with planning into one full-time staff position, eliminating the contracting work in these areas. There was another staff position for staff support. Berdie asked Manager Beaucaire how many positions she would add if she had a magic wand, and Manager Beaucaire indicated five.

Berdie clarified that Council does not need to formally approve the organizational chart. Manager Beaucaire added that there might be policy decisions requiring Council vote if she

1 were to recommend moving Commissions under divisions. This recommendation would in no  
2 way remove the Commissions or Committees. Just the opposite, it would be to support the  
3 work of the Commissions/Committees with a staff member.

4  
5 Manager Beaucaire also indicated Council will need to address office space. Berdie asked  
6 about economic development, and Manager Beaucaire was not certain how to address this area  
7 and was looking for ideas. Manager Beaucaire noted that, based on her interactions with  
8 administrators from cities of similar size, there is a much higher expectation of services from the  
9 citizens of Yachats.

10  
11 Frye asked about staff assuming leadership roles on the Commissions. Manager Beaucaire  
12 noted staff could co-chair so there was ongoing presence on the Commissions.

13  
14 Berdie appreciated Manager Beaucaire's tying the open job positions to the organizational  
15 vision. He suggested Manager Beaucaire could fill the open staff positions and adjust the job  
16 description at a later time. She explained the City has union workers and she would need to  
17 work with representatives before hiring. Mayor Stanley suggested the Council let the City  
18 Manager proceed with the work.

19  
20 Glenn wanted to discuss the office space issues. Manager Beaucaire stated she needs an  
21 office where she can close the door for confidential meetings. Berdie asked about consolidating  
22 space in the current office. Clerk Kimmie Jackson reported she has been through all filing  
23 cabinets and archived those documents than can be archived (logs are created for this).  
24 Jackson indicated they have no space. Frye asked Beaucaire for her thoughts on space for  
25 herself. Manager Beaucaire did not think a door on her current space would work, and it would  
26 not reflect staff needs. She reported she put up a screen, and people just pushed past the  
27 screen. Glenn noted if they are thinking of additional staff, they absolutely need more space.  
28 Glenn suggested the Council bite the bullet and move City Hall to the 501 Building.

## 29 30 **2. Status of Projects**

31 Manager Beaucaire was not sure what Frye wanted to discuss in this category. Manager  
32 Beaucaire wanted to know if Frye wanted more than her project report updates. Frye suggested  
33 liaisons might fill in some of the communication gaps.

## 34 35 36 **D. Council Communications**

### 37 **1. Clarifying end of conversation in Council meetings**

38 Mayor Stanley understood from the earlier discussion that he needed to clarify the status the  
39 discussion at the end.

### 40 41 **2. Policy versus Operations discussions**

42 Manager Beaucaire explained Berdie wanted to know when policies become operations and  
43 how she determined that. Berdie had some confusion about when he should provide input on  
44 what Manager Beaucaire was presenting to Council.

45  
46 Tooke noted several items from the morning's discussion with the Newport Mayor and Manager  
47 about the conduct of discussions. Tooke recalled the Mayor would stop a discussion if it were  
48 not making progress toward a solution. He noted the possibility of limiting comments to 3  
49 minutes and not having informal discussions during the meetings. He was definitely in favor of  
50 using a voted motion process to direct the City Manager to take an action. Mayor Stanley noted  
51 there was great variance on deciding what was policy versus operations and what information

1 needed to be disseminated. Tooke suggested if they reach a point of spinning their wheels, it  
2 was time to move on. Frye noted the Mayor is responsible for running the meetings.

3  
4 Dillenbeck offered a decision making tool to guide discussions:

5 G – Gather Info

6 E – Evaluate options

7 D – Decide

8 I – Implement

9 He added that G, E, and D are policy while I is operations.

10  
11 Frye wanted clarification on the appropriateness of asking questions. Frye asked Councilors to  
12 tell her if her asking questions is perceived to be micromanaging. Dillenbeck asked the  
13 following question in two different tones to indicate how others might perceive your words: It's a  
14 nice day, isn't it? Dillenbeck suggested one version was directive and the other version seemed  
15 to be curious inquiry.

16  
17 Tooke believed debate meant one person states their opinion, the other states their opinion, and  
18 then you vote. He did not believe the debate should go back and forth trying to convince the  
19 other. Tooke argued there are issues that have disagreement, and no amount of understanding  
20 will change that. Glenn added they appear to follow an unwritten rule that they all agree on  
21 everything and they should feel bad if they do not agree. He wanted Council to take note that  
22 they can disagree without consequence.

23  
24 The group discussed examples of policy versus operations.

### 25 26 **3. Written Motions**

27 Frye suggested they write down motions. Mayor Stanley believed Frye's idea was good but  
28 suggested some topics are more fluid, and the motion that gets made needs to reflect that  
29 process. Dillenbeck noted that sometimes motions are useful to corral a discussion. Tooke  
30 thought it was cumbersome to have to write up an amendment to a motion. Glenn liked how  
31 Manager Beaucaire had been proposing motions on the cover sheet of documents in their  
32 packet. Glenn stated he writes out motions in advance if he knows he will be making a motion.  
33 However, he often wants help in framing his motion. Glenn could not agree to write down every  
34 motion that he makes. Berdie found writing things down and passing them around to be  
35 awkward. Berdie noted some organizations use a share point where they can type in a motion  
36 that could be projected on a screen.

### 37 38 **E. Strategic Planning – priorities for the City**

39 Mayor Stanley noted he was aware that the Councilors had differing positions on goal setting.  
40 He recalled when he ran for mayor, he wanted to incorporate more citizen involvement in goal  
41 setting. He wanted to avoid "the ivory tower image" of the City Council. Mayor Stanley added  
42 that was not the time to set hard and fast goals with three months to go before they get a new  
43 mayor and councilor(s). He believed they should give the new Mayor and Council a sense of  
44 priorities. Frye thought it would be irresponsible for this Council to leave without having some  
45 framework in place. She believed there was a need for continuity. She thought it was important  
46 to track progress toward goals. Dillenbeck suggested using "succession planning" rather than  
47 "strategic planning."

48  
49 Glenn recalled a Council conversation where the five goals they had were affirmed, as was the  
50 vision statement. Glenn believed they needed to affirm the importance of strategic planning  
51 rather than doing strategic planning. Berdie believed they needed to move ahead with planning

1 and provide some direction to a new Council. Berdie wanted to give the new Council direction  
2 on what might be top priorities. Dillenbeck added that a list of goals or priorities would be very  
3 helpful in succession planning. Tooke noted the mandate that they cannot hold a Council to a  
4 binding decision. Tooke did agree that goal setting and continuity were important. Berdie  
5 added he sees goals as a very high-order concept.

6  
7 Manager Beaucaire explained the three items on the agenda under Strategic Planning were  
8 placeholders, as they have been items that have arisen in the last few months.

9  
10 The group discussed whether they could set priorities without first establishing goals.  
11 Dillenbeck suggested they generate a list, and then decide how to prioritize.

- 12 1. Water security
- 13 2. New Staff and Organization
- 14 3. Office Location
- 15 4. Rebuild Financial Reserves
- 16 5. Protect Natural Resources
- 17 6. Broadband Infrastructure
- 18 7. Improve Streets and Infrastructure
- 19 8. Provide for Effective Governance of Yachats
- 20 9. Emergency Planning
- 21 10. Grow/Smooth Tourist Revenue
- 22 11. Attract and Encourage a Diverse and Creative Citizenry
- 23 12. Long-Range Re-visioning as a Smart City with Community Input
- 24 13. Community Healthcare

25  
26 Tooke suggested these goals could be categorized in terms of short versus long term. Mayor  
27 Stanley suggested they use some sort of instrument to prioritize the list. Dillenbeck suggested  
28 using a priority matrix and indicated he had various tools to do this. The group discussed how  
29 they could pass this information on to the next Council for continuity.

30  
31 Berdie offered to flush out the items on the list and bring that to the next Council meeting.

32  
33 Mayor Stanley did not want to lose the concept of promotion of the arts. Glenn stated that  
34 getting new staff and deciding where to put them were more urgent issues.

#### 35 36 **F. City Manager Evaluation Format – instrument and process to be used**

37 Mayor Stanley recalled he had asked Councilors to pick their three preferred evaluation rubrics.  
38 Mayor Stanley proposed the evaluation not be during elections, which means conducting  
39 Manager Beaucaire's review in mid-November. Berdie suggested this kind of review is very  
40 1960s, arguing instead for ongoing evaluations. Frye noted they needed to have some  
41 documentation from a legal basis for justifying raises or dismissals. Glenn liked the idea of  
42 doing a formal review every two years and an informal review in the other year. Mayor Stanley  
43 suggested they could have an informal and formal review within the same year.

44  
45 Stanley noted Manager Beaucaire has never been given personal goals. Dillenbeck suggested  
46 they use the work Manager Beaucaire actually does as a basis for evaluation as well as for  
47 professional development.

48  
49 Glenn noted he was asked, as part of preparation, to pick evaluation methods to evaluate  
50 Manager Beaucaire next month. Frye noted the only one she liked was Sherwood, OR. Glenn  
51 noted that was his #2. Mayor Stanley and Glenn had the University of Tennessee Institute of

1 Public Service as #1. Frye did not see that document in the packet. Mayor Stanley and Glenn's  
2 #3 was from Mont Lake Terrace, WA. Mayor Stanley had Soderville as #2. Berdie also liked  
3 Temple Terrace, noting the items were good but format was awkward. Several Councilors  
4 found Mont Lake Terrace was too much in terms of points being added up. Dillenbeck  
5 suggested Manager Beaucaire and Mayor Stanley merge the top three into a form they are  
6 comfortable with. Mayor Stanley wanted Council to have time to review the product he and  
7 Manager Beaucaire produced.

8  
9 Berdie clarified October 1 was Manager Beaucaire's one-year date. Manager Beaucaire added  
10 that her contract indicated that she have a six-month review, which occurred in April 2018. She  
11 noted her contract stipulates that she have an annual review, not when that review occurs.

12  
13 Frye was emphatic about using a form for evaluation. Manager Beaucaire added Glenn wanted  
14 to see Newport's form. Tooke liked Berdie's view on these types of forms being prehistoric.  
15 Manager Beaucaire stated she liked the idea of a combination of form and conversation, noting  
16 that scores do not really provide direction on how to go forward. Frye added that the Council  
17 needed to speak with one voice in their direction to Manager Beaucaire.

18  
19 Mayor Stanley summarized the following steps:

- 20 - Stanley and Beaucaire draft a form and process for the review
- 21 - Council reviews and edits the form and process
- 22 - Stanley revises and distributes revised form
- 23 - Councilors complete form
- 24 - Stanley tabulates results
- 25 - Mayor, Council, and Manager meet in Executive Session for review

## 26 27 **Final Thoughts**

28 Frye believed they had not made any decision around financial strategic planning. Mayor  
29 Stanley suggested they included financial elements in the goals they laid out. Tooke recalled  
30 they had a lengthy meeting on financial matters. Frye stated that was only about the budget,  
31 which is different from strategic planning. Mayor Stanley recalled that when they get Richter's  
32 financial summary report, they would refine the questions they want to address and information  
33 they need to go forward.

34  
35 Berdie noted the Code only indicates that the Finance Committee address CIPs, not operational  
36 budget issues. Berdie recalled from a Finance meeting that decisions were made about which  
37 projects were included, and he wondered how Council input impacted those decisions.

38  
39 Manager Beaucaire read from the Code under Revenue and Finance the directive that "The City  
40 shall establish and appoint a Finance Committee which shall also serve as the Capital  
41 Improvement Planning Committee" (Section 3.10.010). Berdie believed the interaction between  
42 the Council and Finance Committee deserves more discussion.

43  
44 John Moore, Finance Committee member, explained what the Finance Committee does. He  
45 noted all Councilors and the Mayor were on the Budget Committee. Moore explained:

- 46 1. Commissions send requests for CIPs to the Finance Committee
- 47 2. The Finance develops a five-year plan
- 48 3. This CIP plan is part of the budget approval process
- 49 4. The Council can send back requests or revision to the Finance Committee

1 Moore noted Council needed to spend time on their financial operational plan as they are about  
2 to face some significant increases in expenses.  
3

4 In closing, Mayor Stanley appreciated today's discussion. Frye was impressed on how they  
5 were able to make progress. Glenn was pleased with the discussions but leaves with anxiety  
6 over when will they address the unresolved issues that came up.  
7

8 Manager Beaucaire clarified that the conversations with the Mayor and Manager from Newport  
9 were quite helpful.  
10

11 Mayor Stanley adjourned the special work session meeting at 4:07 pm.  
12  
13  
14  
15  
16  
17

18 \_\_\_\_\_  
19 GERALD STANLEY, Mayor

20 ATTEST:  
21  
22  
23  
24

25 \_\_\_\_\_  
26 Shannon Beaucaire, City Manager

\_\_\_\_\_  
Date



CITY OF YACHATS  
CITY COUNCIL MEETING  
September 12, 2018

Draft Minutes

Mayor Gerald Stanley called the September 12, 2018 meeting the City Council to order at 6:00 pm in Room 1 of the Yachats Commons. Council members present: Gerald Stanley, Jim Tooke, Barb Frye, Craig Berdie, and Max Glenn. Staff present: City Manager Shannon Beaucaire and Clerk Judy Richter. Audience: 27.

**I. Announcements, Correspondence, Proclamations**

**A. Announcements**

1. Mayor Stanley announced the annual Hands Across the Bridge ceremony for wellness is Saturday September 22, 2018 at 11:30 am.
2. Ginny Hafner announced Greg Scott is presenting a slideshow on Antarctica on September 16, 2018 at 2:00 pm.

**B. Proclamations**

Councilor Glenn reported Andreas Summerlin from Angell Jobs Corps asked to declare September as National Recovery Month. Glenn read the proclamation into the record.

Glenn moved to proclaim September 2018 as National Recovery Month: Aye – 5; No – 0.

**II. Public Comment**

1. Consuelo Cammerer (329 Eastline Road) asked Council to impose a ban on plastic carryout bags and styrofoam. She stated she was not asking to ban plastic produce bags. She noted other cities have successfully implemented such a ban.

**III. Resolutions**

**A. Resolution 2018-33 Confirming Library Commission Appointment**

Manager Beaucaire explained this resolution memorializes Council's action from the previous meeting to appoint David Rivinus to the Library Commission.

Tooke move to approve Resolution 2018-33 appointing David Rivinus to the Library Commission: Aye – 5; No – 0.

**IV. Reports**

**A. Guests: Civic Plus IT Presentation**

Richard Jones, Civic Plus, presented a brief overview of Civic Plus, noting over 60,000 civic staff and 60 million residents use Civic Plus website. He highlighted:

1. Has been in business for 20 years and has 300 employees
2. Solely dedicated to local government
3. Nominated for award as one of the fastest growing companies in their sector
4. Heavily invest in R&D
5. Emphasis on security, noting while St. Lawrence, NY was recently hacked, Civic Plus kept Ferguson, MO, online during the Michael Brown riots, prevented hacks, and pushed out alerts.
6. Invest over 1 million each year in security.

1 Glenn asked if the plan was to develop a new website while migrating all of the old information  
2 from the existing website. Jones indicated they plan to migrate as much information as  
3 possible.  
4

5 Councilor Berdie asked if Jones had received their requested scenarios. Harlan Bryant, trainer  
6 with Civic Plus for 12 years, presented the task demonstration using an example of Dallas, OR.  
7 Bryant emphasized the easy to read, easy to find navigation using mega menus that display  
8 several levels at one. He highlighted the "I Want To" section on the Eugene, OR.  
9

10 Bryant explained Civic Plus wants to transfer as much information as possible from the existing  
11 site to the new site, but ultimately the content is up to Yachats. He noted they have a team of  
12 people that only do content migration. He noted they follow a design principle of hand  
13 customizing pages and having only one topic and only a few paragraphs per page. They design  
14 with the knowledge that people do not always read everything on a page.  
15

16 Bryant showed an example of an information request form, which automatically goes to  
17 intended person with a verification copy going to the user, if desired. He noted form builder tool  
18 is super easy for staff to use.  
19

20 Bryant indicated their websites are very mobile friendly as 60-70% of website traffic is from a  
21 smart phone or tablet.  
22

23 Berdie asked about the workflow of website requests. Bryant indicated forms are logged in the  
24 forms center in a database, which can be exported. He added that permissions can be used so  
25 a given staff can only get into the areas that they are set up for. Berdie asked if an API  
26 (application programming interface) could be used to transfer the information to another system.  
27 Bryant indicated it was possible, but he would need to verify the particular third party  
28 application. Bryant referenced Zapier as a product they use to automate the interface. Glenn  
29 noted the current site is highly customized, and wanted to know if Civic Plus could work with  
30 that code. Bryant explained they can pull any information from the customer side.  
31

32 Berdie asked about the use of analytics. Bryant explained Yachats will be assigned an account  
33 manager who will review the website analytics during the initial phases and ongoing to ensure  
34 the site are operating in the way they need to.  
35

36 Berdie asked how Civic Plus would ensure that documents were properly classified. Bryant  
37 stated they can categorize by the where it is located: agenda center, archive center, and  
38 document center. He added Yachats would decide define the categories and who has access.  
39

40 Bryant demonstrated how documents could be updated, noting Word documents can be  
41 uploaded and automatically converted to PDFs. Uploading documents in this form would  
42 increase searchability. He also noted that a modified document would automatically all links to  
43 the document on the site.  
44

45 Bryant provided examples of workflow for business license requests using a form.  
46

47 Berdie asked for more detail on the search functionality. Bryant indicated that as long as  
48 documents are searchable, the site would search everything; however, if the documents are  
49 images, as in some PDFs types, contents cannot be searched. Berdie stated Civic Plus's  
50 search function was only textual. Berdie asked if there was a way to filter out everything but  
51 building permits on the Eugene site. Bryant noted this section for Eugene was a third party app.

1 Berdie asked if there could be a search by date. Bryant noted the database of the forms could  
2 be searched by date. However, if the date were included in the search criteria, the search  
3 would include that factor.  
4

5 Councilor Frye asked to see a demonstration on searching minutes. Bryant used Lake Wales,  
6 FL for an example of the agenda center. Bryant explained there are built-in filters for time frame,  
7 date, and meeting. Bryant added that the agenda center would both organize documents and  
8 help create the agenda. Berdie clarified the agenda center is included in the proposal cost.  
9

10 Berdie asked for more detail on the plans for document transfer and handling the high volume of  
11 information in the document library. Berdie noted Civic Plus had limits on the number of pages  
12 that are included in their bid. Bryant explained static pages count as one page and documents  
13 and images are counted as 10 per page.  
14

15 Frye clarified what an SSL certificate was. Bryant indicated he did not see an SSL certificate on  
16 the current site.  
17

18 Glenn clarified the site would go live in 24 to 26 weeks.  
19

20 The presentation ended at 7:13 pm.  
21

22 Berdie was concerned that this solution does not move the system forward nor enable better  
23 workflow. Berdie stated that he did not see depth or quality in the product presented. Frye  
24 noted staff had expressed opinions that this proposal would make their work easier. Berdie  
25 wanted to be clear that the City would not be getting a "fully automated" system. Councilor  
26 Tooke asked if there were other bids that could enable more filtered searches.  
27

28 Frye asked James Kerti, website developer who participated in the selection process, about the  
29 search capabilities. Kerti noted the general issue of programming for searches. He noted  
30 Google invests billions in their search functionality and that has become our standard. Kerti  
31 reported he did not see that any other bidders had anything better. Kerti added that the forms  
32 application was simple and easy to direct to the intended party. Tooke clarified with Kerti that it  
33 would be cost prohibitive to get a system with the search capability some seem interested in.  
34 Frye asked how much work staff would need to do to get the system functioning. Kerti  
35 understood that Civic Plus would do most of the migration.  
36

37 Helen Anderson (77 8<sup>th</sup> Street), participant in the two vendor interviews, believed Civic Plus's  
38 site would make work flow of staff much easier. She noted how she sees how much staff  
39 struggles to use the current system, and she was impressed with how the staff responded so  
40 positively to Civic Plus in the interview. Anderson believed the agenda center would greatly  
41 improve search of minutes and meeting-related documents, as there is control for date.  
42

43 Clerk Richter thought Jesse James was a better company as they had more flexibility. Richter  
44 noted there are three fee schedules for reservations and Jesse James explained how they could  
45 handle that. Richter had concerns about processes that Civic Plus did not demonstrate. She  
46 wanted more time to evaluate the products of the two finalists. Richter was very concerned that  
47 a change to these systems would mean a loss of online tracking of licensing and tax payments.  
48 Richter believed that having to track the 150 vacation rentals tax collections and restaurant tax  
49 collections by hand would be unmanageable. Richter reported she found a company in Garden  
50 City, UT who has developed a program to help manage short-term rentals (STR Helper).

1 Richter talked to this company about applying their program to the business licensing system  
2 and was told that could be a possibility.

3  
4 Greg Scott (480 Combs Circle) noted the current site uses Google's search engine. Scott's  
5 biggest concern was that Civic Plus was selling a document system, and the system the City  
6 has is a database system. He did not believe Civic Plus understood what the current system is.  
7 He also did not hear anyone talk about the business logic during the presentation. Scott  
8 stressed that his system tied everything together. He was concerned about losing the property  
9 inventory, which has enormous untapped potential for analysis. Scott stated he was pleased to  
10 see there was someone on the Council who seemed to understand what was going on.

11  
12 Michael Hempen (580 Evergreen) asked what kinds of conversations they have had with other  
13 cities about the usefulness of their systems. Manager Beaucaire indicated she called all of the  
14 references listed in the proposals and received excellent feedback on Civic Plus. She noted  
15 users of Civic Plus provided examples of ease of use for staff and citizens. She also did  
16 research prior to issuing the proposal and received excellent feedback on Civic Plus.

17  
18 Glenn recalled they went through a significant proposal evaluation and interview process and he  
19 trusted those expert opinions. He asked if there was a need to ask Civic Plus for more  
20 information. Tooke stated he thought that if Councilors had issues with Civic Plus, they should  
21 send written questions to Manager Beaucaire. Frye concurred there were unanswered  
22 questions that needed to be addressed. Berdie expressed concern about losing the business  
23 capabilities.

24  
25 Mayor Stanley summarized that Councilors want to have certain questions answered.  
26 Council agreed to get questions to Clerk Kimmie Jackson by September 19, 2018.

27  
28 **V. Additional Public Comment/Concerns – none**

29  
30 **VI. Minutes**

31 **A. August 1, 2018 Work Session**

32 Page 3, Line 20-24: Tooke clarified that the \$25,000 request is contingent upon a grant  
33 received from the State

34 Page 1, Line 24: change "request" to "contact"

35 Page 5, Line 27-28: Sentence beginning with "Manager Beaucaire clarified..." is  
36 incomplete. Sentenced changed to read, "Manager Beaucaire clarified that the City  
37 Attorney recommended that Council appoint someone to fill the position."

38  
39 Councilor Frye moved to approve the August 1, 2018 meeting minutes as amended: Aye – 4;  
40 No – 0; Abstain – 1. (Berdie was not present)

41  
42 **B. August 8 Regular Meeting**

43 Page 4, Line 22: Lincoln County Sheriff's Department should be law enforcement.

44 Page 1, Line 37: "his position" should be "different positions."

45  
46 Councilor Frye moved to approve the August 8, 2018 meeting minutes as amended: Aye – 5;  
47 No – 0.

48  
49 **VI. Reports - continued**

50 **B. Council Reports**

1 Mayor Stanley attended meetings of the Pollinator Project, Incarceration Exhibit, Coastal  
2 Caucus, Bi-Monthly Mayor's Meeting, and South Lincoln Resources 35<sup>th</sup> Anniversary  
3

4 Stanley recalled Council was asked by the League of Oregon cities to identify four priorities,  
5 which were broadband infrastructure, infrastructure financing and resilience, mental health  
6 investment, and PERS issues. Three of the six priorities adopted by the League were ones of  
7 importance to Yachats.  
8

### 9 **C. City Manager Report**

10 Manager Beaucaire highlighted:

- 11 1. The South Tank project is mostly complete.
- 12 2. The engineer reviewed the steep bank on Crestview and sent information to a foundation  
13 engineering company. The evaluation would cost \$2,600.
- 14 3. She has scheduled a meeting with Lincoln County on Ocean View Drive for next week on
- 15 4. She will soon have an estimate for repairs on the Little Log Church.
- 16 5. She attended the Coastal Manager's Meeting where the EPA discussed their tool to  
17 evaluate where cities stand in terms of sustainability. She noted the representative was  
18 very interested in working with Yachats. The Council was in favor of Manager Beaucaire  
19 reaching out to the representative and inviting him to a meeting.
- 20 6. The grant applied for by Lincoln County on affordable housing was awarded to County. The  
21 project is joint with the Oregon Department of Land Conservation and Development.
- 22 7. There was a Biosolids summit and the County will be looking at concerns raised there. She  
23 would like to have Dave Buckwald to come to talk to a Council to explain the process and  
24 impact.
- 25 8. She will be going to the ICMA Conference in Baltimore and to the League of Oregon Cities  
26 Conference in Eugene.
- 27 9. Yachats will be getting an award for few or no days lost to on-the-job injuries at the League's  
28 conference.
- 29 10. She will be completing the remaining two of five classes for FEMA certifications in  
30 November and January.
- 31 11. She received an invitation to the Climate Change Partnership, who wants to present to  
32 Council. Mayor Stanley suggested they attend a meeting rather than present at a meeting.  
33  
34

### 35 **D. Code Enforcement Report**

36 Quinton Smith, Code Enforcer, reported there are 25 commercial kitchens in the City which  
37 need to be inspected. Public Works will be restarting the inspections at the end of the tourist  
38 season and will be sending a letter and brochure that walks people through the inspection  
39 process.  
40

41 Mayor Stanley asked Smith to talk about vacation rentals. Smith reported he did not experience  
42 problems with vacation rentals. In every instance of a complaint, he found the managers took  
43 care of reported problems in reasonable time. He was most surprised at neighbor-to-neighbor  
44 disputes. He strongly recommended that a new code enforcer incorporate some mediation  
45 system to help resolve these issues. Smith also suggested the City engage in some how to be  
46 a better neighbor campaign.  
47

48 Berdie asked if Smith had compared properties listed on online sites to the rentals that are  
49 licensed in Yachats and asked if he thought some of the online services would be helpful. Smith  
50 noted Joan Davies and Tom Lauritzen recently did a review and noted the City would need to  
51 assess the tradeoff between additional costs and tracking down a few properties.

1  
2 Mayor Stanley expressed appreciation for the service Smith had provided.  
3

#### 4 **V. Unfinished Business**

##### 5 **A. Commons Manual Provisions and Plastic Beverage Bottles**

6 Stanley noted they received three emails on issues in the Commons manual. John Moore,  
7 Parks and Commons Commission Chair, reminded Council that the armed security issue was a  
8 recommended by the City Attorney.  
9

##### 10 1. Firearms

11 Leslie Vaaler (205 Radar Rd) suggested the City not rent to events that require armed security.  
12

13 Berdie indicated he was generally against allowing firearms on City property, but believed there  
14 should be some provision to allow for armed guards. Frye did not want to get into the business  
15 of evaluating who gets an exception to carry a firearm, suggesting the policy be to call 911.  
16 Glenn recalled the substance of the previous discussion was over the certification criteria. He  
17 believed the certification was adequate. Tooke was not in favor of guns in the Commons.  
18 Stanley noted if there was impending danger around an event, the event could be cancelled.  
19

20 Manager Beaucaire explained there were two events that wanted security to be provided by  
21 local people. The attorney indicated such a security person should be certified regardless of  
22 whether they carry a firearm. She noted there are sometimes very expensive art exhibits that  
23 sometime require armed security.  
24

25 Frye moved to delete the last sentence in the Firearms Sale/Display section of the Commons  
26 Policy Manual on page 6 stating, "Paid security staff with proper permits and certifications are  
27 allowed to carry firearms" and to add the sentence, "No private security will be allowed to carry  
28 firearms on Yachats City property." to that section: Aye – 5; No – 0.  
29

##### 30 2. Plastic Bottles

31 Mayor Stanley asserted the recommendation was extended to plastic bottles for any beverage.  
32

33 Frye moved to direct the Parks and Commons Commission to retain the current language in the  
34 section titled, "Disposable Plastic Bottles" on page 5 and to replace "water" with "beverages" in  
35 that paragraph: discussion  
36

37 Councilors discussed potentially prohibiting food in plastic containers. Manager Beaucaire noted  
38 the food Council had at their Monday work session would have been prohibited. Berdie noted  
39 there were lots of ways to transport water, but not as many for the transportation of food. Frye  
40 withdrew "food" from her motion.  
41

42 Mayor Stanley noted the language is a recommendation, not a requirement. Frye wanted to  
43 direct staff to not provide water bottles at events. Mayor Stanley asked Councilors to refrain  
44 from giving direction directly to staff.  
45

46 **Call for vote: Aye – 5; No - 0.**  
47

#### 48 **VI. New Business**

##### 49 **A. Planning Commission**

- 50 1. Requiring Certificate of Occupancy for Business License
- 51 2. Light Industrial Definition

1           3. Sign Code Update

2           4. Comprehensive Plan Review

3  
4 Helen Anderson, Planning Commissioner Chair, reported that the Commission has been  
5 working very hard on addressing several issues. She noted the actual ordinance form was not  
6 finalized before this meeting. Anderson noted the Light Industrial definition is a straightforward  
7 change. However, the Sign Code update is a major revision of content and structure. Finally  
8 the Comprehensive Plan review involved general goals of land use decisions.  
9

10 Anderson explained the suggested amendments to the business license process arose over  
11 businesses in town operating without having obtained building permits. She asserted the  
12 Planning Commission is charged with ensuring public safety and having customers come into  
13 an unpermitted building was not safe. Anderson explained that once building inspections are  
14 completed, the owner is provided with a certificate of occupancy. She indicated the  
15 Commission looked at two options to incorporate this requirement into the licensing process.  
16 Anderson indicated she talked to Clerk Jackson, who was very supportive including a certificate  
17 of occupancy in the business license application. The other way to include this requirement  
18 would be to have stronger language to assert that a license could be revoked if building permits  
19 were not obtained or passed. She noted there was already language in the code that  
20 addressed revoking a license based on dangers to health or public safety, but the Attorney had  
21 recommended making that language stronger.  
22

23 Anderson noted the Commission has proposed two options as noted in the packet and they  
24 could direct the City Manager to put an option into ordinance form. Berdie asked if the Council  
25 could do both options. Anderson clarified that business licenses are renewed every year.  
26

27 Glenn wanted to move forward with the process. Frye wanted wanted more time to review the  
28 issue and think about it. Tooke asked for clarification on why the Commission was  
29 recommending Option A making a certificate of occupancy part of the application process.  
30 Anderson explained option B gives the City legal standing to revoke an option. Tooke believed  
31 both options should be included.  
32

33 Mayor Stanley wanted to have more public discussion before voting on it. Frye wanted to  
34 discuss the matter more before having the City Manager do the work of putting together an  
35 ordinance. Anderson noted the document Councilors had was the work of the ordinance  
36 without the whereas clauses. Glenn asked Manager Beaucaire if she had a recommendation  
37 for moving forward. Manager Beaucaire indicated she could certainly add another ordinance to  
38 the packet that she will be sending to the City Attorney.  
39

40 Berdie asked Anderson about issues around noise and odor with light industrial uses. Anderson  
41 stated those issues are already addressed in the existing code. Berdie asked if the Commission  
42 had a list of what ordinances applied to various sections of the Comp Plan. Berdie asked the  
43 Planning Commission to delineate those items in the Code that still need to have code to  
44 enforce them. Anderson indicated the Commission did not review the Plan with that objective in  
45 mind. She noted the Commission does ongoing work to address issues that are in the Plan but  
46 not yet supported in the Code. She noted the Commission has a list of items to be addressed,  
47 and Berdie asked that she share that list with Council. Berdie wanted to have the Council  
48 provide input on the priorities of various goals and topics based on the Council's vision. Tooke  
49 got clarification that the change to the existing Code was the addition on one sentence.  
50

51 Ginny Hafner, Planning Commissioner, asked the Council to trust the Planning Commission on  
their recommendation. Hafner explained the Commission spends a lot of time and does a lot of



1 research on these matters. Hafner suggested that Councilors could read the Planning  
2 Commission minutes to get more detail on their work. She noted they were all part of the same  
3 team.

4  
5 Tooke moved to direct the City Manager to draft an ordinance for review by the City Attorney on  
6 the Certificate of Occupancy Issue including both options A and B: Aye - 5; No - 0.

#### 7 8 **B. Donation Refund Request**

9 Nan and Greg Scott (430 Combs Circle) read a statement about getting a refund on the  
10 \$15,000 they donated to the City in July 2018. She indicated they had donated \$60,000 from  
11 2012 through 2017 to Yachats to cover half of the Yachats database development costs. She  
12 noted the City has decided to go a different direction with IT and website development and no  
13 longer felt their dreams were mirrored. She stated they have decided to direct their donation to  
14 View the Future for the Amanda Bridge. She reported their financial planner sent the donation  
15 before they had made a final decision on the donation.

16  
17 Mr. Scott handed out a packet of information on his IT development work and highlighted:  
18 The document on page 7 was the genesis of the relationship that existed between the City and  
19 himself regarding IT development.

- 20 1. His work began because he saw inefficient operations in how the City processed business  
21 licenses
- 22 2. In 2013, he presented a two-year vision for software development in which the Scotts would  
23 underwrite 50% of development costs, which the Council approved.
- 24 3. The document on page 5 established a contractual relationship between himself and the  
25 City.
- 26 4. He provided a four-page summary of his concerns to the City Manager and Mayor earlier in  
27 2018.
- 28 5. Based on what he heard tonight, his concern about an unfortunate course of action appears  
29 to be happening.
- 30 6. He previously met with the City Manager and his accountant from which he took away that  
31 he would get his refund request, but later learned that was not the case.

32  
33 Frye asked Scott asked for clarification on how the transfer of the funds was a mistake. Scott  
34 stated he under the impression with his financial manager that he could control the timing of  
35 when the contribution was made. He did not know the transfer had actually been made until he  
36 returned from his last trip.

37  
38 Mayor Stanley asked members of the Budget Committee about their concerns for this requested  
39 action. Tooke reported they learned at the Finance Committee that morning that the City was  
40 facing several large, unanticipated expenses. Tooke clarified the IT budget would go from  
41 \$50,000 to \$35,000 if the \$15,000 was refunded to the Scotts. Tooke noted they would have to  
42 do a supplemental budget to find the money to refund. Clerk Judy Richter noted the \$15,000  
43 has to come from the IT budget by law and, according to Oregon law, the refund would have to  
44 be entered as an expense under IT. Glenn clarified it would require a supplemental budget to  
45 replenish the funds in to the IT budget.

46  
47 Manager Beaucaire reported Finance Committee discussed where the money for the refund  
48 could come from. Richter explained there was \$5,000 for a CIP for the Emergency Operations  
49 Plan, which was not spent. She indicated they would have to take money from other funds to  
50 recover the remaining \$10,000.



1 Glenn said this was the first time he had heard that the gift was mistake made by the Scott's  
2 financial planner. Glenn was hesitant to set a precedent on refunding gifts, such as Mr. Hall's  
3 family wanting to request a refund of their Library bequest.

4  
5 Glenn expressed displeasure and concern that the first time he had seen one of the documents  
6 Scott had presented was on the campaign website of a mayoral candidate. Scott strongly  
7 denied that he or his wife sent the document to candidate Ann Stott.

8  
9 Frye recognized how much time Scott had put into IT development, even though she had never  
10 felt it was a good idea for a Councilor to be giving money to the City.

11  
12 Frye moved to refund \$15,000 to Greg and Nan Scott in the manner requested in the  
13 September 7, 2018 letter and to assert that this action should be a one-time, non-precedent  
14 setting agreement: Aye – 5; No – 0.

15  
16 **VIII. Other Business**

- 17 **A. From Mayor** - none  
18 **B. From Council** - none  
19 **C. From Staff** - none

20  
21 Mayor Stanley adjourned the meeting at 8:05 pm.

22  
23  
24  
25  
26 \_\_\_\_\_  
GERALD STANLEY, Mayor

27  
28 ATTEST:

29  
30  
31 \_\_\_\_\_  
Shannon Beaucaire, City Manager

32 \_\_\_\_\_  
Date

## City Council Action Item Cover Sheet

DATE: October 10, 2018

### **Agenda Item:**

Presentation on conceptual EPA sustainability application

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### **Question Before Council:**

N/A

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### **Person/Group Initiating Request:**

In response to invitation by City Manager, presentation will be by Dave Olszyk and Allen Brookes of the EPA,  
and Krisiti Swisher a participant in the Oak Ridge Institute for Science and Education

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### **Item Summary/Background:**

This is an informational presentation to gain feedback on a downloadable application which would  
provide communities such as Yachats with integrated economic, social and environmental information  
for decision making purposes.

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## SUSTAINABILITY INDICATORS FOR SMALL AND RURAL COMMUNITIES: CONCEPT TESTING A NEW APPLICATION

### Background

Small towns and rural communities are looking for ways to strengthen their economies, provide better quality of life, and build on local assets. They are creating their own paths to sustainability that enhance their distinctive characteristics and that fit their size, geography, and resources. In a series of discussions with smaller communities (<50,000 residents), EPA has heard that community leaders want a simple dashboard or compact set of tools that can help them assess and improve their sustainability profile.

### Sustainability Snapshot Project

In response to this need, EPA's Pacific Northwest Regional Office (Region 10) and Office of Research and Development are collaborating with the Washington State Association of Communities and interested communities on a **Sustainability Snapshot Project**. The project is tailoring existing nationally-available indicators that use publicly-available data to match the unique needs of small communities. The emerging dashboard application is called "**Decision Integration for Strong Communities**" or **DISC**. It is designed to encourage smart growth and offer relevant, local, and readily-available information. For a community with fewer economic or staffing resources, the sustainability snapshot and toolkits that DISC provide may help communities know where to start, build consensus on improvement goals and projects, and measure changes in the community's sustainability profile over time.

### Community Engagement

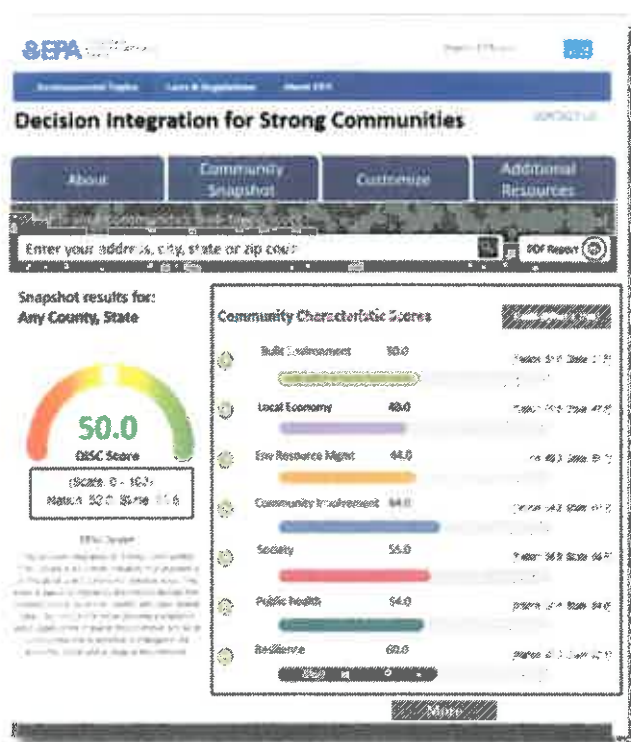
To ensure DISC is useful to a variety of smaller and rural communities, EPA staff will consult interested communities and potential users at different steps of the development process. For example, community planners from five or six small Oregon and Washington communities will cooperate in testing a DISC prototype. If the usability of the prototype proves successful, EPA may further develop DISC and make it available as an executable, downloadable file for beta testing.

### Use of Existing Indicators

All of the scientific content available through DISC will be curated from existing environmental indicators (nationally consistent measurements) for various topics such as the built environment, community involvement, education, natural resource management, equity, hazard vulnerability, housing, local economy, public health, resilience planning, society and transportation. These indicators are derived from a broad collection of socio-economic, health and ecological data collected from publicly available sources. Continuing discussions with community participants will help Agency researchers identify key topic areas, and incorporate the indicators into applications and tools that are useful and accessible for smaller communities. The topic areas will be used as the basis for populating a community characteristics dashboard, a user-friendly graphic interface display that presents information in an accessible, easily understood format.

## DISC Prototype

DISC is an application of existing indicators that offers relevant, local and readily-available information to help smaller communities advance their sustainability goals. The figure to the right illustrates how the tool may represent an overall community sustainability score, and its component scores for community characteristics relating to the topic areas of interest. Upon initial use, communities will be provided with information on sustainability attributes such as environment, natural resource management, transportation, and most importantly, information on resources they can potentially target to implement projects to improve the community's resilience and long-term success. Users can score or



weight the indicators to reflect their community's constraints and priorities (figure to the left), creating a highly customized snapshot of local conditions and sustainability factors. They can also save their snapshot as a downloadable, easy-to-share pdf file. The DISC application may also be used to track and monitor the benefits and impacts of local sustainability projects. The application is being designed to be flexible and readily upgradeable, making it applicable for exploring current conditions with the confidence that it will be available to future assessments, and comparing and contrasting growth and change in the future.

## CONTACTS

For more information, or to partner with EPA in the development of DISC, please contact:

- David Olszyk, Ph.D., EPA Office of Research & Development, 541-754-4397, [olszyk.david@epa.gov](mailto:olszyk.david@epa.gov)
- Vicky Salazar, EPA Region 10, 206-553-1060, [salazar.vicky@epa.gov](mailto:salazar.vicky@epa.gov)
- Bruce Duncan, Ph.D., EPA Region 10, 206-553-0218, [duncan.bruce@epa.gov](mailto:duncan.bruce@epa.gov)

## City Council Action Item Cover Sheet

DATE: October 10, 2018

**Agenda Item:**

Proclamation - Domestic Violence Month

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**Question Before Council:**

Recognize and adopt proclamation

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**Person/Group Initiating Request:**

My Sister's Place

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**Item Summary/Background:**

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# City of Yachats

## Proclamation

### Domestic Violence Month

WHEREAS, the crime of domestic violence violates an individual's privacy and dignity, security and humanity, due to systematic use of physical, emotional, sexual, psychological and economic control and/or abuse; and

WHEREAS, domestic and sexual violence crosses all social groups; but people who are women, transgender, LGBTQ, poor or working class, Native, of color, immigrant, non-English speaking, disabled, young, elderly, or otherwise marginalized not only shoulder the burdens of oppression but also experience high rates of domestic violence; and

WHEREAS, the impact of domestic violence is wide ranging, directly affecting the health and wellness of individuals and society as a whole, here in this community, throughout the United States and the world; and

WHEREAS, preventing interpersonal violence is not only possible but is our collective responsibility, and prevention requires significant changes to our social norms regarding gender roles, strength, sexuality, relationships, and the normalization of violence; and

WHEREAS, a coalition of organizations has emerged to directly confront this crisis, including advocates, law enforcement officials, health care providers, the clergy and other concerned individuals are helping in the efforts to end domestic violence.

NOW, THEREFORE, in recognition of the important work done by My Sisters' Place and other domestic violence service providers, the members of the Yachats City Council do hereby proclaim the month of October, 2018, as Domestic Violence Awareness Month in Yachats, and we urge all citizens to work with these invaluable community agencies to help alleviate this problem in our community.

Dated this \_\_\_\_ day of October, 2018

By: \_\_\_\_\_

Gerald Stanley, Mayor

Affirmed: \_\_\_\_\_

Shannon Beaucaire, City Manager