



Personnel Committee Meeting Agenda  
February 06, 2024  
6:30 PM

---

**Chairperson:** Kimberly Downey  
**Committee Member:** Mike Caughey  
**Committee Member:** Robert Boese  
**Meeting Location:** Harrisburg Municipal Center Located at 354 Smith St

**PUBLIC NOTICES:**

1. *This meeting is open to the public and will be tape-recorded.*
2. *Copies of the Staff Reports or other written documents relating to each item on the agenda are on file in the office of the City Recorder and are available for public inspection.*
3. *The City Hall Council Chambers are handicapped accessible. Persons with disabilities wishing accommodations, including assisted listening devices and sign language assistance are requested to contact City Hall at 541-995-6655, at least 48 hours prior to the meeting date. If a meeting is held with less than 48 hours' notice, reasonable effort shall be made to have an interpreter present. The requirement for an interpreter does not apply to an emergency meeting. ORS 192.630(5)*
4. *Persons contacting the City for information requiring accessibility for deaf, hard of hearing, or speech-impaired persons, can use TTY 711; call 1-800-735-1232, or for Spanish voice TTY, call 1-800-735-3896.*
5. *The City of Harrisburg does not discriminate against individuals with disabilities, and is an equal opportunity provider.*
6. *For information regarding items of discussion on this agenda, please contact City Recorder, Lori Ross at 541-995-6655*

**CALL TO ORDER AND ROLL CALL**

**CONCERNED CITIZEN(S) IN THE AUDIENCE.** (Please limit presentation to two minutes per issue.)

**APPROVAL OF MINUTES**

**1. MOTION TO APPROVE THE MINUTES FROM THE FEBRUARY 7, 2023 PERSONNEL COMMITTEE MEETING**

**2. THE MATTER OF CONSIDERING A COST-OF-LIVING SCALE FOR CITY EMPLOYEES IN 2024-2025**

**STAFF REPORT:**

Exhibit A: Bureau of Labor Statistics News Release

Exhibit B: CPI-W for 2023

**ACTION: TBD**

**3. THE MATTER OF DISCUSSING AN ALTERNATIVE WORK SCHEDULE FOR CITY EMPLOYEES**

**STAFF REPORT:**

Exhibit A: BYU Study

Exhibit B: Email Responses

Exhibit C: Work Schedule Survey

Exhibit D: Work Schedule Survey Results Summarized

**ACTION: TBD**

**4. THE MATTER OF THE ANNUAL EVALUATION OF THE HARRISBURG CITY ADMINISTRATOR**

**STAFF REPORT:**

Exhibit A: Performance Review Memo from Michele Eldridge

Exhibit B: Blank City Administrator Job Evaluation

Exhibit C: City Administrator Employment Agreement

Exhibit D: Strategic Plan Priorities

Exhibit E: City Administrator Job Description

**ACTION:**

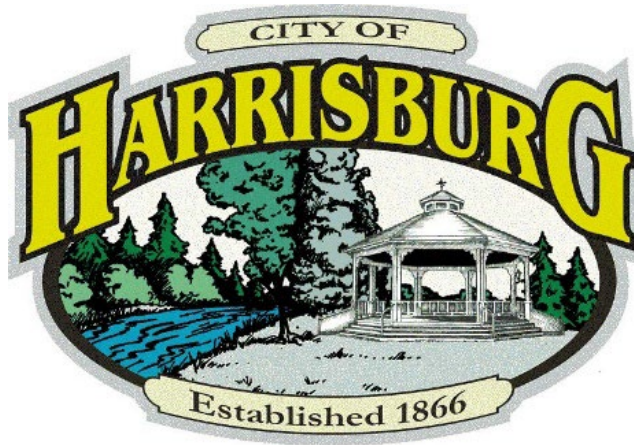
**MOTION TO GIVE THE CITY ADMINISTRATOR A RATING OF \_\_\_\_\_ OUT OF \_\_\_\_\_ AND TO FORWARD THE RESULTS OF THE ANNUAL EVALUATION TO THE CITY COUNCIL MEETING SCHEDULED FOR MARCH 12, 2024.**

**IF APPLICABLE: MOTION TO RECOMMEND TO THE CITY COUNCIL THAT THE CITY ADMINISTRATOR BE GIVEN A SALARY INCREASE OF \$ \_\_\_\_\_ FOR HER PERFORMANCE IN 2022/2023, WITH AN EFFECTIVE DATE OF \_\_\_\_\_**

**IF APPLICABLE: MOTION TO RECOMMEND TO THE CITY COUNCIL THAT THE CITY ADMINISTRATOR BE GIVEN A COST-OF-LIVING INCREASE OF \_\_\_\_\_ %, IF THE BUDGET ALLOWS**

**IF APPLICABLE: MOTION TO RECOMMEND TO THE CITY COUNCIL THAT THE CITY ADMINISTRATOR BE AWARDED A BONUS IN THE AMOUNT OF \$ \_\_\_\_\_, IF THE BUDGET ALLOWS, WITH AN EFFECTIVE DATE OF \_\_\_\_\_**

**ADJOURN**



Personnel Committee Meeting Minutes  
February 07, 2023

**Chairperson:** Kimberly Downey, Presiding  
**Committee Member Present:** Mike Caughey  
**Committee Member Absent:** Robert Boese  
**Staff Present:** City Administrator Michele Eldridge, Finance Officer/Deputy City Recorder Cathy Nelson and City Recorder/Municipal Court Clerk Lori Ross  
**Meeting Location:** Harrisburg Municipal Center Located at 354 Smith St

**ALL TO ORDER AND ROLL CALL** by Chairperson Kim Downey at the hour of 6:30pm.

**CONCERNED CITIZEN(S) IN THE AUDIENCE.** None Present.

**APPROVAL OF MINUTES**

- Caughey motioned to approve the minutes from the February 23, 2022 Personnel Committee meeting and was seconded by Caughey. The motion passed by a vote of 2-0. (Yes: Downey and Caughey. No: None.)

**THE MATTER OF CONSIDERING A COST-OF-LIVING SCALE FOR CITY EMPLOYEES IN 2023-2024**

**STAFF REPORT:** Eldridge stated the Personnel Committee evaluates yearly a Cost-of-Living Increase (COLI) for employees and last year's COLI was 4.5%. Eldridge reviewed the Consumer Price Index (CPI) on page 16 and stated the 12-month average is 7.95%. Eldridge referred to **Addendum 1** showing a 4.5% COLI costing the City \$36,040 and a 6.5% COLI costing \$61,135 which is a difference of about \$25,000. (Addendum 1 is available by contacting the City Recorder.) Eldridge commented on the importance of keeping up with the cost of living for our employees. Eldridge informed Council that the City did have two new Public Works employees start on February 1<sup>st</sup> and a new Librarian who is scheduled to start on Friday.

- Downey asked where the \$61,000 would come from and Nelson replied from property taxes which have increased by 40%.
- Eldridge noted these payroll figures are based on having four seasonal employees this next fiscal year.
- Nelson also noted it also includes budgeting for a part-time administrative assistant and a planning clerk.

February 07, 2023

- Downey asked if there was a savings by having a recently retired employee and Nelson responded yes as PERS is considerably higher for a retired employee.
- Caughey commented that he has been researching different COLI options and his recommendation is 6.5%. Downey agreed.
- The consensus from the Personnel Committee is to take to City Council for review recommending a 6.5% COLI.

### **THE MATTER OF DISCUSSION IN RELATION TO CDL CHANGES**

**STAFF REPORT:** Eldridge reviewed the staff report noting that in 2022, the Legislature changed the requirements for obtaining a CDL and the cost associated now is \$4,000 to \$6,000. She wanted to clarify that the City owns three vehicles that require a CDL, and not one as indicated in the staff report. Eldridge wanted the Personnel Committees feedback on how we should proceed with paying for that expense for our employees.

- Downey didn't agree that the City should be paying for a CDL, and we should make that a requirement before hiring. She suggested a step increase verses paying.
- Caughey commented that the City does currently pay for all employee's trainings and education. He suggested having the employee with the City for two years, then requiring the CDL. He also noted how hard it is to find CDL holders.
- Nelson suggested a contract for the employee stating if they leave our employment within a certain time frame, they must pay the City back for cost associated with obtaining the CDL.
- Caughey asked what Scholz thoughts were about the topic and Eldridge stated he's not sure how to deal with it, but they think a contract will be the best thing. Eldridge also added that the City could hire out jobs that require a CDL driver but that would likely be difficult.
- Caughey suggested checking with other cities to see how they are handling this.
- The consensus was to bring back to a future meeting.

### **THE MATTER OF THE ANNUAL EVALUATION OF THE HARRISBURG CITY ADMINISTRATOR**

**STAFF REPORT:** Downey read aloud an email she had received regarding Michele's evaluation. (Email is available in the City Recorder's office.) Eldridge commented that the last Planning Commission meeting was a difficult one being the first case involving the new code and understood there could be confusion with the agenda. She commented that she reached out to John Hitt for analysis of the Staff Report.

- Downey started reading the reviews submitted by City Council members, Planning Commission members, and then City staff for a total of 13 reviews. (Ross and Caughey to tally the scores.)
- Downey informed Eldridge that she wants to see her leaving work at a decent time this next year and she will be following up on her. This was also suggested by several employees.
- At the end of the review, Ross had a total average of 3.45 and Caughey (after confirmed by Nelson) had an average of 3.46.
- It was the consensus of the Personnel Committee to give Eldridge a 3.46 out of 4 and a wage increase of \$5,000 for a total salary of \$100,000 plus the 6.5% COLI if the budget allows.

**With no further discussion, the Personnel Committee meeting was adjourned at hour of 8:57pm**

*Due in inconsistent totals, Ross tallied the results again and it was confirmed that her average was 3.48 out of 4. This average will be forwarded to the City Council.*

2023/2024 6.5% COLI

	General Fund Total	Street Fund Total	Library Fund Total	Water Fund Total	Sewer Fund Total	Totals
Regular Wages	325,083.07	\$28,750.60	\$43,424.83	\$287,289.27	\$287,289.27	\$971,837.04
Admin Assistant	\$5,500.00					\$5,500.00
Judge Salary	\$9,600.00					\$9,600.00
Overtime Wages	\$0.00	\$850.00		\$8,075.00	\$8,075.00	\$17,000.00
FICA	\$ 24,553.11	\$2,381.75	\$3,322.00	\$23,730.14	\$23,730.14	\$77,717.14
PERS	98,600.04	\$8,668.56	\$7,744.41	\$86,498.46	\$86,498.46	\$288,009.94
Health Insurance	88,980.00	\$10,224.00	\$0.00	\$102,438.00	\$102,438.00	\$304,080.00
Disability, Life & ADD	792.50	\$67.75	\$0.00	\$679.88	\$679.88	\$2,220.00
Comp & Longevity	5,702.14	\$332.17	\$0.00	\$3,421.71	\$3,421.71	\$12,877.74
SUTA	320.12	\$65.67	\$43.42	\$638.05	\$638.05	\$1,705.33
W/C Monthly	144.44	\$57.05	\$46.67	\$547.73	\$547.73	\$1,343.63
W/C Annually	\$3,000.00	\$2,000.00	\$325.00	\$7,000.00	\$7,000.00	\$19,325.00
Cell Phones	\$300.00	\$120.00		\$1,140.00	\$1,140.00	\$2,700.00
Clothing				1,200.00	\$1,200.00	\$2,400.00
On Call				\$2,012.50	\$2,012.50	\$4,025.00
Seasonal				\$5,000.00	\$15,000.00	\$20,000.00
<b>Totals</b>	<b>\$562,575.43</b>	<b>\$53,517.56</b>	<b>\$54,906.33</b>	<b>\$529,670.75</b>	<b>\$539,670.75</b>	<b>\$1,740,340.83</b>
Diff - Base	\$41,276.27	\$1,147.30	<b>(\$8,279.83)</b>	\$13,495.84	\$13,495.84	\$61,135.42
Diff - 4.5% Coli	\$8,424.99	\$741.74	\$1,094.99	\$7,416.36	\$7,416.36	\$25,094.46



# CITY OF HARRISBURG

## WAGE SCALE

### 2023/2024

	1	2	3	4	5	6	7	8
<b>This shows 5.5% COLI</b>								
<b>PUBLIC WORKS DIRECTOR</b>	\$79,898.28	\$83,094.21	\$86,417.98	\$89,874.70	\$93,469.69	\$97,208.48	\$101,096.81	105,140.69
<b>CITY RECORDER/COURT CLERK</b>	\$51,816.58	\$53,889.25	\$56,044.82	\$58,286.61	\$60,618.07	\$63,042.80	\$65,564.51	Chuck 68,187.09
<b>FINANCE OFFICER/DEPUTY CR</b>	\$71,928.26	\$74,805.39	\$77,797.60	\$80,909.51	\$84,145.89	\$87,511.72	\$91,012.19	Lori 94,652.88
<b>PUBLIC WORKS FOREMAN</b>	\$64,075.49	\$66,638.51	\$69,304.05	\$72,076.21	\$74,959.26	\$77,957.63	Cathy \$81,075.94	Cathy (8/23) 84,318.97
<b>UB SUPER/BLDG PRMT/COE ENF</b>	\$47,307.50	\$49,199.80	\$51,167.79	\$53,214.51	\$55,343.09	\$57,556.81	\$59,859.08	Rick 62,253.45
<b>UTILITY III</b>	\$24.50	\$25.47	\$26.49	\$27.55	Carol \$28.66	\$29.80	\$30.99	32.23
<b>UTILITY II</b>	\$22.52	\$23.43	\$24.36	\$25.34	\$26.35	Unknown \$27.40	\$28.50	29.64
<b>UTILITY I</b>	\$20.36	\$21.18	\$22.02	\$22.91	\$23.82	\$24.77	\$25.77	Steve & Sal 26.80
<b>UTILITY BILLING II</b>	Carson/Jeremy \$20.38	\$21.20	Zachary/Luke \$22.05	\$22.93	\$23.85	\$24.80	\$25.79	26.82
<b>UTILITY BILLING I</b>	\$17.57	\$18.28	\$19.01	\$19.77	\$20.56	\$21.38	Jamie \$22.23	Jamie (11/23) 23.12
<b>PLANNING CLERK</b>	\$17.57	\$18.28	\$19.01	\$19.77	\$20.56	\$21.38	\$22.23	23.12
<b>OFFICE ASSISTANT II</b>	\$15.03	\$15.63	\$16.25	\$16.90	\$17.58	\$18.28	\$19.01	19.77
<b>OFFICE ASSISTANT I</b>	\$14.38	\$14.95	\$15.55	\$16.17	\$16.82	\$17.49	\$18.19	18.92
<b>LIBRARIAN</b>	\$19.11	\$19.87	\$20.67	\$21.49	\$22.35	\$23.25	\$24.18	25.14
		Edith	Edith (8/23)	Edith (2/24)		Amanda (7/23)		

\* Amended 07/01/2023

	General Fund Total	Street Fund Total	Library Fund Total	Water Fund Total	Sewer Fund Total	Totals
Regular Wages	319,025.17	\$28,210.68	\$42,626.47	\$281,894.17	\$281,894.17	\$953,650.67
Admin Assistant	\$5,500.00					\$5,500.00
Judge Salary	\$9,600.00					\$9,600.00
Overtime Wages	\$0.00	\$850.00		\$8,075.00	\$8,075.00	\$17,000.00
FICA	\$ 24,117.73	\$2,340.19	\$3,260.93	\$23,314.54	\$23,314.54	\$76,347.92
PERS	96,781.28	\$8,512.26	\$7,509.64	\$84,935.69	\$84,935.69	\$282,674.57
Health Insurance	88,980.00	\$10,224.00	\$0.00	\$102,438.00	\$102,438.00	\$304,080.00
Disability, Life & ADD	792.50	\$67.75	\$0.00	\$679.88	\$679.88	\$2,220.00
Comp & Longevity	5,594.88	\$328.75	\$0.00	\$3,384.22	\$3,384.22	\$12,692.06
SUTA	314.44	\$65.13	\$42.63	\$632.66	\$632.66	\$1,687.52
W/C Monthly	144.44	\$57.05	\$46.67	\$547.73	\$547.73	\$1,343.63
W/C Annually	\$3,000.00	\$2,000.00	\$325.00	\$7,000.00	\$7,000.00	\$19,325.00
Cell Phones	\$300.00	\$120.00		\$1,140.00	\$1,140.00	\$2,700.00
Clothing				1,200.00	\$1,200.00	\$2,400.00
On Call				\$2,012.50	\$2,012.50	\$4,025.00
Seasonal				\$5,000.00	\$15,000.00	\$20,000.00

Totals \$554,150.44 \$52,775.82 \$53,811.34 \$522,254.39 \$532,254.39 \$1,715,246.37  
 Diff - Base \$32,851.28 \$405.56 (\$9,374.82) \$6,079.48 \$6,079.48 \$36,040.96



# CITY OF HARRISBURG

## WAGE SCALE

### 2023/2024

	1	2	3	4	5	6	7	8
<b>Public Works Director</b>	\$78,397.84	\$81,533.76	\$84,795.11	\$88,186.91	\$91,714.39	\$95,382.96	\$99,198.28	103,166.21
<b>City Recorder/Court Clerk</b>	\$50,843.50	\$52,877.24	\$54,992.33	\$57,192.03	\$59,479.71	\$61,858.90	\$64,333.25	Chuck
<b>Finance Officer/Deputy CR</b>	\$70,577.49	\$73,400.59	\$76,336.62	\$79,390.08	\$82,565.68	\$85,868.31	\$89,303.04	Lori
<b>Public Works Foreman</b>	\$62,872.20	\$65,387.08	\$68,002.57	\$70,722.67	\$73,551.58	\$76,493.64	\$79,553.38	Cathy (8/23)
<b>UB Super/Bldg Print/Code ENF</b>	\$46,419.10	\$48,275.86	\$50,206.90	\$52,215.17	\$54,303.78	\$56,475.93	\$58,734.97	Rick
<b>Utility III</b>	\$24.04	\$25.00	\$26.00	\$27.04	\$28.12	Carol (6/24)	\$30.41	31.63
<b>Utility II</b>	\$22.10	\$22.99	\$23.91	\$24.86	\$25.86	Unknown	\$27.97	29.08
<b>Utility I</b>	\$19.98	\$20.78	\$21.61	\$22.48	\$23.37	\$24.31	\$25.28	Steve & Sal
<b>Utility Billing II</b>	\$20.00	\$20.80	\$21.63	\$22.50	\$23.40	\$24.33	\$25.31	26.32
<b>Utility Billing I</b>	\$17.24	\$17.93	\$18.65	\$19.40	\$20.17	\$20.98	\$21.82	Jamie (11/23)
<b>Planning Clerk</b>	\$17.24	\$17.93	\$18.65	\$19.40	\$20.17	\$20.98	\$21.82	22.69
<b>Office Assistant II</b>	\$14.74	\$15.33	\$15.95	\$16.59	\$17.25	\$17.94	\$18.66	19.40
<b>Office Assistant I</b>	\$14.11	\$14.67	\$15.26	\$15.87	\$16.50	\$17.16	\$17.85	18.56
<b>Librarian</b>	\$18.75	\$19.50	\$20.28	\$21.09	\$21.93	\$22.81	\$23.72	24.67
		Edith	Edith (8/23)	Edith (2/24)		Amanda (7/23)		

\*Amended 07/01/2023

	General Fund Total	Street Fund Total	Library Fund Total	Water Fund Total	Sewer Fund Total	Totals
Regular Wages	295,481.59	\$28,022.67	\$47,330.13	\$278,506.82	\$278,506.82	\$927,848.02
Admin Assistant	\$5,500.00					\$5,500.00
Judge Salary	\$9,600.00					\$9,600.00
Overtime Wages	\$0.00	\$750.00		\$7,125.00	\$7,125.00	\$15,000.00
FICA	\$ 22,365.20	\$2,317.57	\$3,620.76	\$22,974.84	\$22,974.84	\$74,253.20
PERS	89,680.27	\$8,427.03	\$11,816.27	\$83,656.98	\$83,656.98	\$277,237.53
Health Insurance	88,980.00	\$10,224.00	\$0.00	\$102,438.00	\$102,438.00	\$304,080.00
Disability, Life & ADD	792.50	\$67.75	\$0.00	\$679.88	\$679.88	\$2,220.00
Comp & Longevity	5,163.56	\$321.05	\$0.00	\$3,281.00	\$3,281.00	\$12,046.62
SUTA	291.59	\$63.15	\$47.33	\$612.17	\$612.17	\$1,626.41
W/C Monthly	144.44	\$57.05	\$46.67	\$547.73	\$547.73	\$1,343.63
W/C Annually	\$3,000.00	\$2,000.00	\$325.00	\$7,000.00	\$7,000.00	\$19,325.00
Cell Phones	\$300.00	\$120.00		\$1,140.00	\$1,140.00	\$2,700.00
Clothing				1,200.00	\$1,200.00	\$2,400.00
On Call				\$2,012.50	\$2,012.50	\$4,025.00
Seasonal				\$5,000.00	\$15,000.00	\$20,000.00
<b>Totals</b>	<b>\$521,299.16</b>	<b>\$52,370.26</b>	<b>\$63,186.16</b>	<b>\$516,174.91</b>	<b>\$526,174.91</b>	<b>\$1,679,205.41</b>

# CITY OF HARRISBURG

## WAGE SCALE

### 2022/2023

	1	2	3	4	5	6	7	8
<b>This shows a 5% COLI</b>								
PUBLIC WORKS DIRECTOR	\$75,021.86	\$78,022.73	\$81,143.64	\$84,389.39	\$87,764.96	\$91,275.56	\$94,926.58	98,723.65
CITY RECORDER/COURT CLERK	\$48,654.07	\$50,600.23	\$52,624.24	\$54,729.21	\$56,918.38	\$59,195.12	\$61,562.92	64,025.44
FINANCE OFFICER/DEPUTY CR	\$67,538.27	\$70,239.80	\$73,049.39	\$75,971.36	\$79,010.22	\$82,170.63	\$85,457.45	88,875.75
PUBLIC WORKS FOREMAN	\$60,164.78	\$62,571.37	\$65,074.22	\$67,677.19	\$70,384.28	\$73,199.65	\$76,127.84	79,172.74
UB SUPER/BLDG PRMT/COE ENF	\$44,420.19	\$46,197.00	\$48,044.88	\$49,966.67	\$51,965.34	\$54,043.95	\$56,205.71	58,453.94
UTILITY III	\$23.00	\$23.92	\$24.88	\$25.87	\$26.91	\$27.98	\$29.10	30.27
UTILITY II	\$21.15	\$22.00	\$22.88	\$23.79	\$24.74	\$25.73	\$26.76	27.83
UTILITY I	\$19.12	\$19.89	\$20.68	\$21.51	\$22.37	\$23.27	\$24.20	25.17
UTILITY BILLING II	Unknown	\$19.91	Zachary	Jakob	\$22.40	\$23.29	\$24.22	25.19
UTILITY BILLING I	\$16.50	\$17.16	\$17.85	\$18.56	\$19.30	\$20.08	\$20.88	21.71
PLANNING CLERK	\$16.50	\$17.16	\$17.85	\$18.56	\$19.30	\$20.08	\$20.88	21.71
OFFICE ASSISTANT II	\$14.11	\$14.67	\$15.26	Unknown	\$16.51	\$17.17	\$17.85	18.57
OFFICE ASSISTANT I	\$13.50	\$14.04	\$14.60	\$15.19	\$15.79	\$16.42	\$17.08	17.77
LIBRARIAN	\$17.94	\$18.66	\$19.41	Unknown	\$20.99	\$21.83	\$22.70	23.61
			Amanda (7/22)					Cheryl

\*Amended 07/01/2022

# Agenda Bill

## Harrisburg Personnel Committee

### Harrisburg, Oregon

#### THE MATTER OF CONSIDERING A COST-OF-LIVING SCALE FOR CITY EMPLOYEES IN 2024-2025

#### STAFF REPORT:

- Exhibit A: Bureau of Labor Statistics News Release
- Exhibit B: CPI-W for 2023

**ACTION:**           **TBD**

**THIS AGENDA BILL IS DESTINED FOR:** Regular Agenda – February 6, 2024

<b>BUDGET IMPACT</b>		
COST	BUDGETED?	SOURCE OF FUNDS
n/a	n/a	n/a

#### STAFF RECOMMENDATION:

**Staff recommends the Personnel Committee discuss and review the figures below and provide directions to staff on next steps to take.**

#### BACKGROUND INFORMATION:

Over the last three years the City has seen cost-of-living scales that continue to be higher than in the past. In February last year, the Personnel Committee decided to recommend a COLI between 5% and 6.5% to the City Council, and to see if the City’s budget could afford the higher amount. The Finance Officer found that the budget could support a 6.5% cost-of-living increase and that was ultimately the wage increase applied to employee wages in 2023-2024.

As City Council knows from the water bond financial gap, prices here in the Pacific Northwest are slightly more than elsewhere in the nation. Staff has provided the first 4 pages of the news release from the Bureau of Labor Statistics (**Exhibit A**); the all-items index is lower than last year, at 3.4% for the 12-months ending in January. (Last year, it was 6.5%) The City typically uses the CPI-W graph, and the Pacific Size Class B/C as shown in **Exhibit B**. The 12-month average for 2023 is 3.92%.

Staff feel that keeping up with a cost of living is important, as is being consistent in how we apply that cost of living. Keeping up with the cost of living helps us to remain competitive with other cities that are similar in size, or that are nearby in our region. Allowing for a cost of living helps with morale as well, and it’s important for our employees to feel that they are valued; especially those that are on Step No. 8. However, the City also must live within its budgetary allowances. Ultimately, the figures we use must be affordable and within budget parameters.

Following what we’ve done in the past, Staff could start projections within a certain range as decided by the Personnel Committee and determine whether or not the budget numbers will work for us for the next fiscal year. With the cost of living and inflation once being higher than

normal, it is important for the City to keep up with rates, so that the City isn't as impacted by higher wage increases in the future. Last year, we had initially thought we would conduct a wage comparison analysis this year, but the prices are prohibitive and there was some confusion as to when we should start the process. There was also some discussion about the possibilities of performing our own analysis, based off the reports from similar sized cities that are used in our comparison bracket. This could save considerable funds for the City, but also results in more workload for staff. Scheduling the analysis for October would likely be the best time for this report. Staff strongly recommend that we conduct our own comparison and can add funding to the contracted expenses to assist with assembling the data.

We continue to not have any real faith that the COLI numbers will continue to get better. The Personnel Committee will have some good discussion as to which direction they would like staff to take in determining a COLI for this next fiscal year, that will hopefully keep up with the costs of living while still creating an affordable budget that allows the city to meet the goals of the Strategic Plan.

Table 2: Decisions made in the fiscal year in the left column determine the following fiscal year budget.

<b>Cost of Living Increase History</b>		
2023/2024	6.50%	
2022/2023	4.50%	
2021/2022	4.50%	Decision applies to Budget Year 2022/2023 Compensation & Wage Analysis
2020/2021	2.00%	
2019/2020	2.00%	
2018/2019	2.00%	
2017/2018	2.00%	
2016/2017	0.00%	Compensation & Wage Analysis
2015/2016	2.30%	
2014/2015	2.30%	
2013/2014	2.00%	
2012/2013	3.30%	
2011/2012	1.25%	
2010/2011	0.70%	
2009/2010	2.80%	
2008/2009	3.80%	
2007/2008	2.70%	
2006/2007	2.80%	
Average	2.79%	

**REVIEW AND APPROVAL:**



01.31.24

Michele Eldridge, City Administrator  
Cathy Nelson, Finance Officer

Date

## Economic News Release



### Consumer Price Index Summary

Transmission of material in this release is embargoed until  
8:30 a.m. (ET) Thursday, January 11, 2024 USDL-24-0019

Technical information: (202) 691-7000 \* [cpi\\_info@bls.gov](mailto:cpi_info@bls.gov) \* [www.bls.gov/cpi](http://www.bls.gov/cpi)  
Media contact: (202) 691-5902 \* [PressOffice@bls.gov](mailto:PressOffice@bls.gov)

#### CONSUMER PRICE INDEX - DECEMBER 2023

The Consumer Price Index for All Urban Consumers (CPI-U) increased 0.3 percent in December on a seasonally adjusted basis, after rising 0.1 percent in November, the U.S. Bureau of Labor Statistics reported today. Over the last 12 months, the all items index increased 3.4 percent before seasonal adjustment.

The index for shelter continued to rise in December, contributing over half of the monthly all items increase. The energy index rose 0.4 percent over the month as increases in the electricity index and the gasoline index more than offset a decrease in the natural gas index. The food index increased 0.2 percent in December, as it did in November. The index for food at home increased 0.1 percent over the month and the index for food away from home rose 0.3 percent.

The index for all items less food and energy rose 0.3 percent in December, the same monthly increase as in November. Indexes which increased in December include shelter, motor vehicle insurance, and medical care. The index for household furnishings and operations and the index for personal care were among those that decreased over the month.

The all items index rose 3.4 percent for the 12 months ending December, a larger increase than the 3.1-percent increase for the 12 months ending November. The all items less food and energy index rose 3.9 percent over the last 12 months, after rising 4.0 percent over the 12 months ending November. The energy index decreased 2.0 percent for the 12 months ending December, while the food index increased 2.7 percent over the last year.

**Table A. Percent changes in CPI for All Urban Consumers (CPI-U): U.S. city average**

	Seasonally adjusted changes from preceding month							Un- adjusted 12-mos. ended Dec. 2023
	Jun. 2023	Jul. 2023	Aug. 2023	Sep. 2023	Oct. 2023	Nov. 2023	Dec. 2023	
<b>All items</b>	0.2	0.2	0.6	0.4	0.0	0.1	0.3	3.4
<b>Food</b>	0.1	0.2	0.2	0.2	0.3	0.2	0.2	2.7
<b>Food at home</b>	0.0	0.3	0.2	0.1	0.3	0.1	0.1	1.3
<b>Food away from home<sup>(1)</sup></b>	0.4	0.2	0.3	0.4	0.4	0.4	0.3	5.2
<b>Energy</b>	0.6	0.1	5.6	1.5	-2.5	-2.3	0.4	-2.0
<b>Energy commodities</b>	0.8	0.3	10.5	2.3	-4.9	-5.8	-0.1	-2.9
<b>Gasoline (all types)</b>	1.0	0.2	10.6	2.1	-5.0	-6.0	0.2	-1.9
<b>Fuel oil<sup>(1)</sup></b>	-0.4	3.0	9.1	8.5	-0.8	-2.7	-5.5	-14.7
<b>Energy services</b>	0.4	-0.1	0.2	0.6	0.5	1.7	0.9	-1.1
<b>Electricity</b>	0.9	-0.7	0.2	1.3	0.3	1.4	1.3	3.3
<b>Utility (piped) gas service</b>	-1.7	2.0	0.1	-1.9	1.2	2.8	-0.4	-13.8
<b>All items less food and energy</b>	0.2	0.2	0.3	0.3	0.2	0.3	0.3	3.9
<b>Commodities less food and energy commodities</b>	-0.1	-0.3	-0.1	-0.4	-0.1	-0.3	0.0	0.2
<b>New vehicles</b>	0.0	-0.1	0.3	0.3	-0.1	-0.1	0.3	1.0
<b>Used cars and trucks</b>	-0.5	-1.3	-1.2	-2.5	-0.8	1.6	0.5	-1.3
<b>Apparel</b>	0.3	0.0	0.2	-0.8	0.1	-1.3	0.1	1.0
<b>Medical care commodities<sup>(1)</sup></b>	0.2	0.5	0.6	-0.3	0.4	0.5	-0.1	4.7
<b>Services less energy services</b>	0.3	0.4	0.4	0.6	0.3	0.5	0.4	5.3
<b>Shelter</b>	0.4	0.4	0.3	0.6	0.3	0.4	0.5	6.2
<b>Transportation services</b>	0.1	0.3	2.0	0.7	0.8	1.1	0.1	9.7
<b>Medical care services</b>	0.0	-0.4	0.1	0.3	0.3	0.6	0.7	-0.5

#### Footnotes

<sup>(1)</sup> Not seasonally adjusted.



Food

The food index rose 0.2 percent in December, as it did in November. The index for food at home increased 0.1 percent over the month, also the same as in the previous month. Four of the six major grocery store food group indexes increased over the month. The index for meats, poultry, fish, and eggs rose 0.5 percent in December, led by an 8.9-percent increase in the index for eggs. The index for other food at home rose 0.1 percent over the month, and the index for nonalcoholic beverages rose 0.2 percent. The index for dairy and related products rose 0.3 percent in December.

The cereals and bakery products index declined 0.3 percent over the month with the breakfast cereal index declining 2.4 percent, the largest decrease in that index since January 2007. The index for fruits and vegetables decreased 0.1 percent in December.

The food away from home index rose 0.3 percent in December, after rising 0.4 percent in November. The index for full service meals rose 0.3 percent and the index for limited service meals increased 0.4 percent over the month.

The food at home index rose 1.3 percent over the last 12 months. The index for other food at home rose 2.8 percent over the 12 months ending in December. The indexes for cereals and bakery products and nonalcoholic beverages both increased 2.6 percent, while the index for fruits and vegetables rose 0.3 percent. The dairy and related products index decreased 1.3 percent over the year, and the meats, poultry, fish, and eggs index fell 0.1 percent.

The index for food away from home rose 5.2 percent over the last year. The index for limited service meals rose 5.9 percent over the last 12 months, and the index for full service meals rose 4.5 percent over the same period.

Energy

The energy index rose 0.4 percent in December, after decreasing 2.3 percent in November. The gasoline index increased 0.2 percent in December, following a 6.0-percent decrease in the previous month. (Before seasonal adjustment, gasoline prices fell 5.8 percent in December.) The index for electricity increased 1.3 percent over the month.

In contrast, the natural gas index fell 0.4 percent over the month, after rising 2.8 percent the previous month. The fuel oil index decreased 5.5 percent in December.

The energy index fell 2.0 percent over the past 12 months. The gasoline index decreased 1.9 percent, the natural gas index declined 13.8 percent, and the fuel oil index fell 14.7 percent over this 12-month span. In contrast, the index for electricity rose 3.3 percent over the last year.

All items less food and energy

The index for all items less food and energy rose 0.3 percent in December, as it did in November. The shelter index increased 0.5 percent in December, after rising 0.4 percent the previous month, and was the largest factor in the monthly increase in the index for all items less food and energy. The index for owners' equivalent rent rose 0.5 percent over the month, while the index for rent increased 0.4 percent. The lodging away from home index also increased 0.4 percent in December.

The motor vehicle insurance index increased 1.5 percent in December, after increasing 1.0 percent the preceding month. The used cars and trucks index rose 0.5 percent over the month, after rising 1.6 percent in November. Among other indexes that rose in December were recreation, new vehicles, education, and airline fares.

The medical care index rose 0.6 percent in December, as it did in November. The index for hospital services increased 0.5 percent over the month and the index for physicians' services increased 0.2 percent. The prescription drugs index fell 0.4 percent in December.

The index for household furnishings and operations fell 0.4 percent in December, the same decrease as in November. The personal care index also decreased, falling 0.3 percent over the month.

The index for all items less food and energy rose 3.9 percent over the past 12 months. The shelter index increased 6.2 percent over the last year, accounting for over two thirds of the total increase in the all items less food and energy index. Other indexes with notable increases over the last year include motor vehicle insurance (+20.3 percent), recreation (+2.7 percent), personal care (+5.0 percent), and education (+2.4 percent).

Not seasonally adjusted CPI measures

The Consumer Price Index for All Urban Consumers (CPI-U) increased 3.4 percent over the last 12 months to an index level of 306.746 (1982-84=100). For the month, the index decreased 0.1 percent prior to seasonal adjustment.

The Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) increased 3.3 percent over the last 12 months to an index level of 300.728 (1982-84=100). For the month, the index decreased 0.2 percent prior to seasonal adjustment.

The Chained Consumer Price Index for All Urban Consumers (C-CPI-U) increased 3.2 percent over the last 12 months. For the month, the index decreased 0.1 percent on a not seasonally adjusted basis. Please note that the indexes for the past 10 to 12 months are subject to revision.

The Consumer Price Index for January 2024 is scheduled to be released on Tuesday, February 13, 2024, at 8:30 a.m. (ET).

-----  
Changes to Used Cars and Trucks Methodology

With the release of January 2024 data, the CPI program plans to update the mileage adjustment applied to each sampled used vehicle in the used cars and trucks index. Historically, a single, stable mileage

amount estimated for a given make and model was applied to each sampled vehicle and was unchanged throughout the year. The assigned mileage amount will now be replaced with a monthly average mileage amount based on the age of the sampled used vehicle, and not the make and model. Each estimated price for a sampled used vehicle will still be adjusted for depreciation.

In addition, seasonally adjusted indexes as well as calculated seasonal adjustment factors will take the new methodology into account beginning in 2024. Revised seasonal factors are available at [www.bls.gov/cpi/seasonal-adjustment/home.htm](http://www.bls.gov/cpi/seasonal-adjustment/home.htm).

Details on the current method are available on the Measuring Price Change in the CPI: Used cars and trucks factsheet ([www.bls.gov/cpi/factsheets/used-cars-and-trucks.htm](http://www.bls.gov/cpi/factsheets/used-cars-and-trucks.htm)). This factsheet will be updated on February 13, 2024, with the release of January 2024 data once this change takes effect.

-----

Technical Note

Brief Explanation of the CPI

The Consumer Price Index (CPI) measures the change in prices paid by consumers for goods and services. The CPI reflects spending patterns for each of two population groups: all urban consumers and urban wage earners and clerical workers. The all urban consumer group represents about 93 percent of the total U.S. population. It is based on the expenditures of almost all residents of urban or metropolitan areas, including professionals, the self-employed, the poor, the unemployed, and retired people, as well as urban wage earners and clerical workers. Not included in the CPI are the spending patterns of people living in rural nonmetropolitan areas, farming families, people in the Armed Forces, and those in institutions, such as prisons and mental hospitals. Consumer inflation for all urban consumers is measured by two indexes, namely, the Consumer Price Index for All Urban Consumers (CPI-U) and the Chained Consumer Price Index for All Urban Consumers (C-CPI-U). The Consumer Price Index for Urban Wage Earners and Clerical Workers (CPI-W) is based on the expenditures of households included in the CPI-U definition that meet two requirements: more than one-half of the household's income must come from clerical or wage occupations, and at least one of the household's earners must have been employed for at least 37 weeks during the previous 12 months. The CPI-W population represents about 29 percent of the total U.S. population and is a subset of the CPI-U population.

The CPIs are based on prices of food, clothing, shelter, fuels, transportation, doctors' and dentists' services, drugs, and other goods and services that people buy for day-to-day living. Prices are collected each month in 75 urban areas across the country from about 6,000 housing units and approximately 22,000 retail establishments (department stores, supermarkets, hospitals, filling stations, and other types of stores and service establishments). All taxes directly associated with the purchase and use of items are included in the index. Prices of fuels and a few other items are obtained every month in all 75 locations. Prices of most other commodities and services are collected every month in the three largest geographic areas and every other month in other areas. Prices of most goods and services are obtained by personal visit, telephone call, web, or app collection by the Bureau's trained representatives.

In calculating the index, price changes for the various items in each location are aggregated using weights, which represent their importance in the spending of the appropriate population group. Local data are then combined to obtain a U.S. city average. For the CPI-U and CPI-W, separate indexes are also published by size of city, by region of the country, for cross-classifications of regions and population-size classes, and for 23 selected local areas. Area indexes do not measure differences in the level of prices among cities; they only measure the average change in prices for each area since the base period. For the C-CPI-U, data are issued only at the national level. The CPI-U and CPI-W are considered final when released, but the C-CPI-U is issued in preliminary form and subject to three subsequent quarterly revisions.

The index measures price change from a designed reference date. For most of the CPI-U and the CPI-W, the reference base is 1982-84 equals 100. The reference base for the C-CPI-U is December 1999 equals 100. An increase of 7 percent from the reference base, for example, is shown as 107.000. Alternatively, that relationship can also be expressed as the price of a base period market basket of goods and services rising from \$100 to \$107.

Sampling Error in the CPI

The CPI is a statistical estimate that is subject to sampling error because it is based upon a sample of retail prices and not the complete universe of all prices. BLS calculates and publishes estimates of the 1-month, 2-month, 6-month, and 12-month percent change standard errors annually for the CPI-U. These standard error estimates can be used to construct confidence intervals for hypothesis testing. For example, the estimated standard error of the 1-month percent change is 0.03 percent for the U.S. all items CPI. This means that if we repeatedly sample from the universe of all retail prices using the same methodology, and estimate a percentage change for each sample, then 95 percent of these estimates will be within 0.06 percent of the 1-month percentage change based on all retail prices. For example, for a 1-month change of 0.2 percent in the all items CPI-U, we are 95 percent confident that the actual percent change based on all retail prices would fall between 0.14 and 0.26 percent. For the latest data, including information on how to use the estimates of standard error, see [www.bls.gov/cpi/tables/variance-estimates/home.htm](http://www.bls.gov/cpi/tables/variance-estimates/home.htm).

Calculating Index Changes

Movements of the indexes from 1 month to another are usually expressed as percent changes rather than changes in index points, because index point changes are affected by the level of the index in relation to its base period, while percent changes are not. The following table shows an example of using index values to calculate percent changes:

	Item A	Item B	Item C
Year I	112.500	225.000	110.000
Year II	121.500	243.000	128.000

Change in index points	9.000	18.000	18.000
Percent change	$9.0/112.500 \times 100 = 8.0$	$18.0/225.000 \times 100 = 8.0$	$18.0/110.000 \times 100 = 16.4$

### Use of Seasonally Adjusted and Unadjusted Data

The Consumer Price Index (CPI) produces both unadjusted and seasonally adjusted data. Seasonally adjusted data are computed using seasonal factors derived by the X-13ARIMA-SEATS seasonal adjustment method. These factors are updated each February, and the new factors are used to revise the previous 5 years of seasonally adjusted data. The factors are available at [www.bls.gov/cpi/tables/seasonal-adjustment/seasonal-factors-2022.xlsx](http://www.bls.gov/cpi/tables/seasonal-adjustment/seasonal-factors-2022.xlsx). For more information on data revision scheduling, please see the Factsheet on Seasonal Adjustment at [www.bls.gov/cpi/seasonal-adjustment/questions-and-answers.htm](http://www.bls.gov/cpi/seasonal-adjustment/questions-and-answers.htm) and the Timeline of Seasonal Adjustment Methodological Changes at [www.bls.gov/cpi/seasonal-adjustment/timeline-seasonal-adjustment-methodology-changes.htm](http://www.bls.gov/cpi/seasonal-adjustment/timeline-seasonal-adjustment-methodology-changes.htm).

For analyzing short-term price trends in the economy, seasonally adjusted changes are usually preferred since they eliminate the effect of changes that normally occur at the same time and in about the same magnitude every year—such as price movements resulting from weather events, production cycles, model changeovers, holidays, and sales. This allows data users to focus on changes that are not typical for the time of year. The unadjusted data are of primary interest to consumers concerned about the prices they actually pay. Unadjusted data are also used extensively for escalation purposes. Many collective bargaining contract agreements and pension plans, for example, tie compensation changes to the Consumer Price Index before adjustment for seasonal variation. BLS advises against the use of seasonally adjusted data in escalation agreements because seasonally adjusted series are revised annually.

### Intervention Analysis

The Bureau of Labor Statistics uses intervention analysis seasonal adjustment (IASA) for some CPI series. Sometimes extreme values or sharp movements can distort the underlying seasonal pattern of price change. Intervention analysis seasonal adjustment is a process by which the distortions caused by such unusual events are estimated and removed from the data prior to calculation of seasonal factors. The resulting seasonal factors, which more accurately represent the seasonal pattern, are then applied to the unadjusted data.

For example, this procedure was used for the motor fuel series to offset the effects of the 2009 return to normal pricing after the worldwide economic downturn in 2008. Retaining this outlier data during seasonal factor calculation would distort the computation of the seasonal portion of the time series data for motor fuel, so it was estimated and removed from the data prior to seasonal adjustment. Following that, seasonal factors were calculated based on this "prior adjusted" data. These seasonal factors represent a clearer picture of the seasonal pattern in the data. The last step is for motor fuel seasonal factors to be applied to the unadjusted data.

For the seasonal factors introduced for January 2022, BLS adjusted 72 series using intervention analysis seasonal adjustment, including selected food and beverage items, motor fuels, electricity, and vehicles.

### Revision of Seasonally Adjusted Indexes

Seasonally adjusted data, including the U.S. city average all items index levels, are subject to revision for up to 5 years after their original release. Every year, economists in the CPI calculate new seasonal factors for seasonally adjusted series and apply them to the last 5 years of data. Seasonally adjusted indexes beyond the last 5 years of data are considered to be final and not subject to revision. For January 2022, revised seasonal factors and seasonally adjusted indexes for 2017 to 2021 were calculated and published. For series which are directly adjusted using the Census X-13ARIMA-SEATS seasonal adjustment software, the seasonal factors for 2021 will be applied to data for 2022 to produce the seasonally adjusted 2022 indexes. Series which are indirectly seasonally adjusted by summing seasonally adjusted component series have seasonal factors which are derived and are therefore not available in advance.

### Determining Seasonal Status

Each year the seasonal status of every series is reevaluated based upon certain statistical criteria. Using these criteria, BLS economists determine whether a series should change its status from "not seasonally adjusted" to "seasonally adjusted", or vice versa. If any of the 81 components of the U.S. city average all items index change their seasonal adjustment status from seasonally adjusted to not seasonally adjusted, not seasonally adjusted data will be used in the aggregation of the dependent series for the last 5 years, but the seasonally adjusted indexes before that period will not be changed. For 2022, 22 of the 81 components of the U.S. city average all items index are seasonally adjusted.

### Contact Information

For additional information about the CPI visit [www.bls.gov/cpi](http://www.bls.gov/cpi) or contact the CPI Information and Analysis Section at 202-691-7000 or [cpi\\_info@bls.gov](mailto:cpi_info@bls.gov).

For additional information on seasonal adjustment in the CPI visit [www.bls.gov/cpi/seasonal-adjustment/home.htm](http://www.bls.gov/cpi/seasonal-adjustment/home.htm) or contact the CPI seasonal adjustment section at 202-691-6968 or [cpiseas@bls.gov](mailto:cpiseas@bls.gov).

If you are deaf, hard of hearing, or have a speech disability, please dial 7-1-1 to access telecommunications relay services.

- [Table 1. Consumer Price Index for All Urban Consumers \(CPI-U\): U. S. city average, by expenditure category](#)
- [Table 2. Consumer Price Index for All Urban Consumers \(CPI-U\): U. S. city average, by detailed expenditure category](#)
- [Table 3. Consumer Price Index for All Urban Consumers \(CPI-U\): U. S. city average, special aggregate indexes](#)
- [Table 4. Consumer Price Index for All Urban Consumers \(CPI-U\): Selected areas, all items index](#)
- [Table 5. Chained Consumer Price Index for All Urban Consumers \(C-CPI-U\) and the Consumer Price Index for All Urban Consumers \(CPI-U\): U.S. city average, all items index](#)

- [Table 6. Consumer Price Index for All Urban Consumers \(CPI-U\): U.S. city average, by expenditure category, 1-month analysis table](#)
- [Table 7. Consumer Price Index for All Urban Consumers \(CPI-U\): U.S. city average, by expenditure category, 12-month analysis table](#)
- [HTML version of the entire news release](#)

**[The PDF version of the news release](#)**

**[News release charts](#)**

**[Supplemental Files Table of Contents](#)**

**[Table of Contents](#)**

**Last Modified Date:** January 12, 2024

U.S. BUREAU OF LABOR STATISTICS Division of Consumer Prices and Price Indexes Suite 3130 2 Massachusetts Avenue NE Washington, DC 20212-0001

Telephone:1-202-691-7000\_ [www.bls.gov/CPI](http://www.bls.gov/CPI) [Contact CPI](#)

**CPI-W**

	US City Average		West Size Class B/C		Pacific Size Class B/C	
	2023	2022	2023	2022	2023	2022
Jan	6.3%	8.2%	6.2%	8.8%	5.9%	8.0%
Feb	5.8%	8.6%	5.9%	9.2%	5.5%	8.0%
Mar	4.5%	9.4%	5.3%	9.8%	4.3%	8.9%
Apr	4.6%	8.9%	4.8%	9.3%	4.2%	8.5%
May	3.6%	9.3%	4.4%	9.0%	3.7%	8.5%
Jun	2.3%	9.8%	3.5%	9.1%	2.9%	8.8%
Jul	2.6%	9.1%	3.5%	8.8%	3.1%	8.2%
Aug	3.4%	8.7%	3.7%	8.7%	3.7%	7.9%
Sep	3.6%	8.5%	4.1%	8.7%	3.8%	8.0%
Oct	3.1%	7.9%	3.2%	8.8%	3.0%	8.1%
Nov	3.0%	7.1%	3.1%	7.7%	3.2%	6.8%
Dec	3.3%	6.3%	3.6%	6.5%	3.7%	5.7%

# Agenda Bill Harrisburg Personnel Committee Harrisburg, Oregon

## THE MATTER OF DISCUSSING AN ALTERNATIVE WORK SCHEDULE FOR CITY EMPLOYEES

### STAFF REPORT:

- Exhibit A: BYU Study
- Exhibit B: Email Responses
- Exhibit C: Work Schedule Survey
- Exhibit D: Work Schedule Survey Results Summarized

**ACTION: TBD**

**THIS AGENDA BILL IS DESTINED FOR:** Regular Agenda –February 6, 2024

BUDGET IMPACT		
COST	BUDGETED?	SOURCE OF FUNDS
N/A	N/A	N/A

### STAFF RECOMMENDATION:

**Staff recommend the committee consider a request for an alternative work schedule including a 4-day work week.**

### BACKGROUND INFORMATION:

The concept of a four-day work week has become increasingly popular among companies and Municipalities as well. According to a Brigham Young University study (**EXHIBIT A**), City employees who work four 10-hour days a week, experience lower levels of at home conflict which can result in employees being more satisfied with their jobs, their compensation and are less likely to look for employment elsewhere.

Some of the most common benefits from an alternative work schedule (AWS) include improved employee morale, improved work family balance, improved customer service, and increased employee productivity. In addition, there could be cost savings for the City due to decreased overtime and overhead costs. Offering this type of schedule can improve your ability to hire talented employees and can decrease employees calling in sick.

This past April, City Staff reached out to other Cities in Oregon, who were members of the Oregon Association of Municipal Recorders (OMAR) and inquired about their employee work schedules. Those email responses are summarized in **EXHIBIT B**. The Cities participating in the AWS’s had similar positive experiences and appear to be very happy with the switch and their employers.

City Staff then reached out to all full-time employees and asked for their participation in completing a Work Schedule Survey (**EXHIBIT C**). Of the 11 surveys returned, 10 of 11 employees were in favor of a shorter work week and stated their preferred work schedule would be four ten-hour shifts working Monday through Thursday. Those survey results are



summarized in **EXHIBIT D** showing the ranking for AWS and the comments of the participating employees on the benefits of an AWS. One of the most popular comments was the benefit of spending more time with family.

Office Staff also tracked phone calls and traffic inside City Hall on Fridays for a period of 10 weeks beginning March 24th and ending May 26<sup>th</sup>. During that period, the average number of phone calls was nine and an average of two customers entered City Hall. Staff also tracked October 5<sup>th</sup> to October 20<sup>th</sup>. During that time, that time, the average number of calls was 11 and an average of two customers entered City Hall. Many of those customers were noted to have been making utility payments.

City Staff hopes the Personnel Committee will consider a request for an alternative work schedule that works for all departments. Staff believes we can still offer great service to our residents and will be able to accommodate citizens who leave earlier in morning or arrive home later in the evening. City Staff are looking forward to further discussion on the matter and appreciate your consideration.

REVIEW AND APPROVAL:

Lori Ross      1.31.24  
Lori Ross/ City Recorder      Date

## BYU Study Reveals Results of City's Four-Day Work Week



Lori L. Wadsworth, Assistant Professor of Public Management.

Rex L. Facer, Assistant Professor of Public Finance and Management.

PROVO, Utah — Jun 10, 2008 — Thank goodness it's Thursday.

According to a new Brigham Young University study, city employees who work four 10-hour days a week experience lower levels of at-home conflict, which they report translates to higher job satisfaction and productivity.

The paper, authored by Rex Facer and Lori Wadsworth of BYU's Romney Institute of Public Management, appears in this month's issue of *Review of Public Personnel Administration*.

The research was conducted among Spanish Fork City employees, many of whom work the alternative 4/10 schedule, rather than the traditional five eight-hour days. Salt Lake, West Valley, Provo, West Jordan and Draper are among other Utah cities which offer similar programs.

According to Facer, Utah cities embraced the new schedule to both save money on utilities and also to give citizens a wider range of times to access city hall.

BYU researchers found that even though 4/10 employees work the same number of hours per week as their traditional work-week counterparts, they reported being more satisfied with their jobs,

compensation, and benefits, and were less likely to look for employment elsewhere in the next year.

Among the most significant findings was the 4/10 schedule's connection to conflicts between work and home. The 4/10 employees were less likely to report that they come home too tired, that work takes away from personal interest, and that work takes time they would like to spend with family. Other studies have linked work-home conflict with low job performance and lessened productivity.

"The challenges of balancing work and home lives have become much more complex," Facer said. "Finding ways to better manage work-family conflict is important in building stronger organizations and satisfied employee bases."

Other findings in the study show:

-- More than 60 percent of 4/10 employees reported higher productivity as a result of the 4/10 schedule.

-- More than 60 percent of employees reported agreement that citizen access has improved as a result of the 4/10 schedule.

In 2004, Spanish Fork joined the ranks of other Utah cities that offer alternative scheduling to their employees. Unpublished findings from the researchers indicate that citizens are split evenly among support, neutrality and opposition to the 4/10 schedule. The program has continued to evolve since its inception, in an effort to balance the complex and sometimes competing expectations of citizens. Within the last year, the city has reinstated Friday hours for some services.

Nine of Utah's 15 largest cities offer some form of alternative work schedules to their employees, a trend that is increasingly prevalent across the county. Of these cities, the 4/10 schedule is the most common program followed by a schedule that offers every other Friday off with employees making up hours in between.

Facer adds that while the research shows some of the positive effects of alternative schedules, each city needs to evaluate its citizens, workforce and services carefully before and after adoption.

"Policies may need to be adapted to meet local needs," he said. "Each city has to adapt to balance the very positive feelings the employees have about alternative schedules with the needs of the members of the community."

To aid in this process, Facer and Wadsworth are currently conducting a nation-wide study involving about 150 municipal human resources directors aimed at learning more about alternative work schedules and their effects in communities.

**Email sent out March 31, 2023 to the OMAR Email Distribution List. Below is a list of the responses I received.**

Good morning and HAPPY FRIDAY!

I hope everyone had a great week. I'm curious if there are any municipalities that work a four-day work or even half day Friday. If so, could you please share any information you have and comments on how it works for your organization.

I appreciate it!

Lori Ross  
City Recorder/Municipal Court Clerk  
City of Harrisburg  
120 Smith St  
PO Box 378  
Harrisburg, OR 97446  
Phone: (541)995-2239  
Fax: (541)995-9244  
[lross@ci.harrisburg.or.us](mailto:lross@ci.harrisburg.or.us)

**City of Tigard:** We've been on a compressed work week for close to 10 years. Clackamas County also has a compressed schedule.

**Pros:**

- Employees like it. We've heard this throughout the years.
- Helps separate us from other local governments when we're recruiting for job openings.
- Encourages a work/life balance
- Some financial savings by lowering utility bill
- With many city services offered online, community members do not need to visit City Hall as much.

**Cons**

- It's important to clearly communicate any changes to developers and others who use the Permit Center.
- You'll need to think about holidays that fall on a Friday and how employees should account for their time. We're given a holiday bank that we can use throughout the year.
- Becomes harder to schedule meetings.

**City of Hubbard:** We work 4 10's from 7AM-5:30PM. This gives the public more access to City Hall should they need to come in to do business than if we work 5 8's. The City Hall is open the entire time and when we were working 5 8's citizens couldn't come in prior to them going to work, after work, or on their lunch hour because we were closed for an hour for lunch since we only have 2/3

employees in the office. Yes, some get upset because we aren't open on Friday's, but we did a survey with those that came into City Hall and more citizens liked the hours with the 4 10's.

**City of Oakridge:** The City of Oakridge is open four days a week, M-Th 8-4. We feel that we are more productive having time to work when we are closed and surprisingly, we haven't had customer complaints about being closed on Fridays.

**The City of Bay City:** We work 4/10's in the main office. We are open 7am-5:30pm M-Th. Our public works has some that work 5/8's and others that work 4/10's. We've had no complaints from the public, most tell us that they are happy to see the office open earlier in the morning so they can stop by before they go to work.

**City of Brookings:** The City of Brookings office is closed on Fridays. We all had the choice because of this to work 4-10s or 5-8s. Currently the Finance Department chooses to work 5-8s so that they can get a lot of their work done without public interruption. The rest of City Hall works 4-10s. However, our Public Works department switches seasonally. In the Winter they work 5-8s and when it hits Spring (Daylight Savings). They work 4-10s because they have more daylight to get things done.

**City of Happy Valley:** We are not officially on a modified schedule city wide, but many employees work Monday through Thursday 7-5:30 if permitted by their supervisor. I think it works great and could be a powerful recruitment tool. Most the time people use Fridays for appointments, etc. so sick time usage decreases, and the public is thrilled when they can contact someone a little earlier or later than usual. Downsides to consider are ergonomic factors, eyestrain, or a potential greater propensity for injury (depending on the position, maybe Public Works for the latter). We haven't noticed an issue, but it might be something to watch. I know some parents are divided on it as well.

**City of Bandon:** Bandon did the 9/80 for two years, we are now doing 4\10. We work 6:30 a.m. to 5:00 p.m. or 5:30 depending on 30 minute or hour lunch. We are open to the public from 7:30a.m. to 5:30 p.m. We love it. Not as many people take day here and there most just use their Fridays for appointments that they have. We have four-day holidays when holidays follow on Monday, which is nice break.

**City of Estacada:** We are similar to Bandon. Work Monday-Thursday 7:00-5:30. We are open to the public 7:30-5:00pm. We all love it too. Feels like a mini vacation every week! 😊 We hear the occasional grumble from a customer about not being open on Fridays, but it's very rare. I think people are used to it now. We've been doing it since about 2017 or 2018 I believe.

**City of Gold Beach:** We just switched to 4/10's in Gold Beach starting today. We gave 5 weeks' notice to the public for the change. We do not have any remote positions at this time

**City of Burns:** The City of Burns - City Hall operates Monday - Thursday from 7:00 a.m. to 6:00 p.m. This schedule started the first of July. We advertised this change for a month in the newspaper, radio, and online.

We have had great feedback from the community on the extended hours, with very little negative feedback.

Public Works also works a 4/10 schedule, but half the crew works Monday – Thursday, and the other half Tuesday – Friday. Police and Fire already had similar shifts.

This has been a great morale boost for our employees, with more work getting accomplished during the week and fewer absences from work. Also, it has turned into a great recruiting tool, as we recently had a record number of candidates for open positions, many citing the 4-day work week. There is a study on 4 day a week schedules from BYU that is a great resource for anyone wanting to move to this schedule.

**City of Lowell:** The office is 4/10 and I love it!

**City of Nyssa:** We do a half day of Friday’s and it’s working great! We found that we do not have the foot traffic on Friday’s so decided to close at 1pm every Friday.



## Work Schedule Survey

May 8, 2023

City Staff is currently looking into the work schedules of different municipalities here in Oregon. Please take a moment and complete this survey and **return by Monday, May 15<sup>th</sup>**. We value your opinion!

What is your current work schedule?

- Monday – Friday 8am to 5pm (1 hour lunch)
- Monday – Friday 7am to 3:30pm (30 min lunch)

Please rate the following work schedules in order from 1-5: (1 being the most preferred and 5 being the least preferred)

- \_\_\_ Current Work Schedule
- \_\_\_ Monday to Thursday (9 Hour Days) and ½ day Friday (4 hours)
- \_\_\_ Monday to Thursday (10 Hour Days)
- \_\_\_ Tuesday to Friday (10 Hour Days)
- \_\_\_ 4 Day Work Week- No preference if off on Monday or Friday

Are you in favor of a shorter work week? (circle one) Yes / No

If in favor, what do you think the benefits would be to you personally?

If in favor, what do you think the benefits would be to the community?

If opposed, or happy with your current schedule, please explain why?

I appreciate you taking the time to complete this survey. If you have any questions, please let me know.

Lori Ross  
City Recorder/ Municipal Court Clerk

**City Employees were asked to take part in a 4 Day Work Week Survey (EXHIBIT A) asking them to rate the following work schedules in order from 1 to 5 with 1 being the most preferred and 5 being the least preferred. The average results were as follows:**

1. Monday through Thursday (10 Hour Days)
2. Tuesday through Friday (10 Hour Days)
3. 4 Day Work Week-No Preference if off on Monday or Friday.
4. Monday through Thursday-9 Hour Days and ½ Day Friday
5. Current Work Schedule

**Some of the comments of the benefits were as follows:**

- Being able to schedule appointments Friday afternoon and be able to spend more time with family.
- Better work life balance. Specific days for appointments will reduce time off. Less stress.
- With a longer day, I feel I would get more work done without the interruption of leaving at 5pm. More time with my family.
- More personal and family time.
- Longer workdays would give me more time to finish big jobs. Better rested for the work week.
- More free time without having to use vacation time or missing work.
- I would be able to take care of appointments without taking time off.
- Less people would call in sick on 4-day work weeks.
- One free weekday allows for appointments without burning up sick time.
- Take less time off for appointments, etc.
- Ten-hour days may sound unpleasant, but a day off sounds amazing.

**Some of the benefits to our community were as follows:**

- Able to access services after regular work hours.
- Happier & healthier staff means more efficient work.
- Opportunities to reach us after 5pm and before 8am. This will be particularly helpful on shut-off and lock days and be less of an inconvenience for those customers who have had services interrupted.
- More time to support the community in the day.
- Better for longer jobs that take longer to complete.
- Being available later in the day when more citizens are home and off work.
- More time in the day to get the job done and we would be around more when people are off work.
- Benefits would stay the same with no noticeable change to the community.
- Fridays are usually very slow at City Hall. Giving the community an extra 30 minutes before and after work hours could benefit their schedules.

**If opposed, or unhappy with your current schedule, please explain why:**

- There were no employees who commented that they were unhappy with their current work schedule.

**Other comments:**

- There were two Public works employees who commented that in the summertime a four-day work week makes sense, whoever, in the winter, with the shorter daylight not so much.

Agenda Bill  
**Harrisburg Personnel Committee**  
Harrisburg, Oregon

**THE MATTER OF THE ANNUAL EVALUATION OF THE HARRISBURG CITY ADMINISTRATOR**

**STAFF REPORT:**

- Exhibit A: Performance Review Memo from Michele Eldridge
- Exhibit B: Blank City Administrator Job Evaluation
- Exhibit C: City Administrator Employment Agreement
- Exhibit D: Strategic Plan Priorities
- Exhibit E: City Administrator Job Description

**ACTION:**

1. MOTION TO GIVE THE CITY ADMINISTRATOR A RATING OF \_\_\_\_\_ OUT OF \_\_\_\_\_ AND TO FORWARD THE RESULTS OF THE ANNUAL EVALUATION TO THE CITY COUNCIL MEETING SCHEDULED FOR MARCH 12, 2024.
2. IF APPLICABLE: MOTION TO RECOMMEND TO THE CITY COUNCIL THAT THE CITY ADMINISTRATOR BE GIVEN A SALARY INCREASE OF \$ \_\_\_\_\_ FOR HER PERFORMANCE IN 2022/2023, WITH AN EFFECTIVE DATE OF \_\_\_\_\_
3. IF APPLICABLE: MOTION TO RECOMMEND TO THE CITY COUNCIL THAT THE CITY ADMINISTRATOR BE GIVEN A COST-OF-LIVING INCREASE OF \_\_\_\_\_ %, IF THE BUDGET ALLOWS
4. IF APPLICABLE: MOTION TO RECOMMEND TO THE CITY COUNCIL THAT THE CITY ADMINISTRATOR BE AWARDED A BONUS IN THE AMOUNT OF \$ \_\_\_\_\_, IF THE BUDGET ALLOWS, WITH AN EFFECTIVE DATE OF \_\_\_\_\_

**THIS AGENDA BILL IS DESTINED FOR:** Regular Agenda – February 6, 2024

<b>BUDGET IMPACT</b>		
<b>COST</b>	<b>BUDGETED?</b>	<b>SOURCE OF FUNDS</b>
n/a	n/a	n/a

**STAFF RECOMMENDATION:**

**Staff recommends the Personnel Committee review the evaluations of the City Administrator and make a recommendation of their findings to the City Council.**

**BACKGROUND INFORMATION:**






---



---

**MEMORANDUM**

FROM THE OFFICE OF THE CITY ADMINISTRATOR

---



---

TO: PERSONNEL COMMITTEE

FROM: MICHELE ELDRIDGE, CITY ADMINISTRATOR – HARRISBURG

SUBJECT: PERFORMANCE REVIEW

DATE: JANUARY 29, 2024

---

Thank you for taking the time to evaluate my work performance over the last 12 months. I appreciate the feedback and will strive to continually improve my performance, and to be pro-active with the decisions that I make on behalf of the City of Harrisburg.

Amongst many other tasks, the City Administrator is responsible for carrying out the Strategic Plan Priorities that are defined by the City Council on an annual basis. In this last year, I have dealt with many different kinds of challenges; including onerous regulatory requirements, and the ongoing priorities which include completing the Water Bond Project. We completed the work on Substantial Amendment No. 6, including the finalization of paying back the reimbursement of funds to taxing districts who requested it. I continue to work with our legislators, and on advocating on behalf of the City by joining forces with other small cities who are tired of the continued erosion of home rule. The City was challenged with revising our ordinances and policies in response to changes in the legislature in relation to homelessness, and the City has worked hard to make changes as required, but to also preserve the rights of our citizens in feeling protected in their own community.

**Advocation for the City of Harrisburg.**

- Contacted Congressperson Lori Chavez-DeRemer's office to assist with funding for the water bond project, as well as assistance in how and which kind of a waiver the City should file in relation to BABA. (Build America, Buy America).
- Established a relationship with Biz Oregon, and RST (Rural Solutions Team) member Laura Engstrom – Through that relationship was invited and provided with a scholarship to attend the Infrastructure Summit in Corvallis in September.
- Continued to work with staff members from Senator Ron Wyden's office on solutions in relation to funding the gap in the Water Bond Project.
- Made a Presentation to the entire RST Team (except Laura Engstrom) in an overview of the challenges and assets that Harrisburg has, and to continue to work to resolve the water bond funding gap, as well as funding the 4<sup>th</sup> Street/Rail Improvement Project, and funding development in Eagle Park. (May 2023)
- With Scott McDowell in Brownsville, helped to establish SMAC, the Small Municipality Advocacy Coalition, a partnership with 6 other small cities, and hired Tate Public Affairs as lobbyist. Worked with a team on training for public officials and establishing a true coalition of public officials from small cities. Continuing outreach to other communities; currently working on the Cities of Coburg, and Junction City. Successfully invited the City of Monroe to join our group, becoming the 6<sup>th</sup> City of the coalition.

- Continue to work with the LOC and OCWCOG to provide more services for cities under populations of 5,000, specifically in terms of legislation and lobbying for changes that would benefit small cities like Harrisburg.
- Appointed to the 2024 LOC Water and Wastewater Policy Committee; this committee recommends legislative positions and strategies related to water supply and water quality issues, including water conservation and safe drinking water program, and the federal clean water act.
- Continue to serve as Treasurer, and participate as a member of the CWRC, (Cascade West Regional Consortium), in relation to fighting to change how the State of Oregon processes wetlands.
- Met with Representative Jami Cate a second time in order to better relay the challenges the City is facing, as well as the wonderful things in Harrisburg that make it such a great community for the people who call it home. Under the guidance from Jami and her staff members, have improved the capital request for the water bond project, and reduced the request to \$1.8M. This request has been provided to the state legislature and the Ways and Means Committee for review during the short session this year.

**Grant Funding Applied:**

**Local Government Grant Program (Small): \$75,000**

This grant was awarded in November 2023; the total project is \$96,000. This project will allow the City to build the following:

- A 43,000 sq. ft. fenced Dog Park, with parking area, and ADA access. A smaller area in the interior will be fenced for small dogs to play in.
- An ADA accessible picnic area with historical sign in relation to Morse Brothers operation of a major, and very well respected industrial company in the State of Oregon.
- An ADA accessible trail to the Willamette River, with viewpoints.
- A recreational trail for more active users, that links with the ADA pathway, and the boat landing area. Total trails in this phase are approximately 1 mile.
- Project includes a main sign at the entrance, and two additional signs that will provide information about flora and fauna in Eagle Park, as well as one based on historical information, including the Kalapuya peoples and settlers in Harrisburg.

**Oregon State Fire Marshal Grant: \$250,000 (Failed)**

Applied for a grant to improve the accessway to Eagle Park, cut out all the non-native foliage (i.e. blackberries) on the lower half of the park, and to block access for vehicles to drive through fields, and areas that are part of the reclamation process. (Grants went primarily to communities who were located near rural forest areas or had heavily forested contiguous areas through the City. (It was worth a shot!))

**Other Projects, including Business & Development:**

- Completed the close out of the HRA Grant for \$50,000 issued to I.O.O.F. Building for additional windows/door work.

- Created the Community and Economic Development Grant Program for commercial businesses outside of the HRA boundaries. Assisted property owner with a \$50,000 grant for exterior work, which was mostly related to the roofing on the building. Grant was closed in fall 2023. Depending upon how the Water Bond Project is funded, we hope that this grant fund will become a reality for the remaining businesses who would like to improve their properties.
- Working with the REAL (Rural Economic Alliance) group as the City of Harrisburg representative. (Priority Objective No. 13) Continue to work with 9 other cities to promote our regional area. Refined website and completed Strategic Plan for the upcoming year, and working towards establishment as an Economic Development Organization. (EDO). Applied for RARE Student which would have been working for all cities, but with an emphasis on Harrisburg. (Our bid for a RARE student failed.)
- Developed and started a new Business Marketing Program, providing free advertisements for Harrisburg businesses that are mailed and included with all 1,300+ utility bills. This program is paid for through the Transient Room Tax funding. Continue to work with local businesses – have promoted businesses through newsletters, Facebook posts, and Friday Updates.
- Was elected by regional business leaders to serve another 3-year term as a Tri-County Chamber of Commerce Board Member; appointed as Vice-President. (Continuing to work to attract area businesses to come to the City of Harrisburg!) Chairing the Taste of Tri-County Event as it rotates through Junction City in 2024, before it returns to Harrisburg in 2025.
- Attended the 2023 Main St. Conference, networking with program leaders in cities throughout our region.
- Attended the Northwest Women’s Leadership Academy on a scholarship from OCCMA (the Oregon City/County Managers Association). Graduated in May 2023. Now serving on educational committee of the organization; working to encourage other women leaders to move forward to City Administrators/Managers.
- Worked extensively with developers from the Butterfly Garden Subdivision, and Shadowood Subdivision; negotiated and completed two development agreements. (Priority Objective 3a) Also worked extensively to attract Hayden Homes to apply for a subdivision that is located on 7.4 acres on the south side of Sommerville Loop. That subdivision application is now pending a public hearing at the Planning Commission meeting scheduled on February 20. With consultants’ assistance, worked on corrections made to the development code that will provide more flexibility for housing development. The Castleberry Crossings Subdivision will have 53 dwelling units, extends S. 9<sup>th</sup> from Marcus Landing to Sommerville Loop, and provides a new east/west Santiam Street from S. 9<sup>th</sup> to a Sommerville Loop connection.
- 3 Land Use Cases, including 1 site plan, and 2 variances. Legislative Corrections including corrected City Code in Accessory Structures, to assist land owners with their property development in relation to the size of primary garages, paving in industrial properties, and finally, extensive code revisions which will allow more flexibility in terms of developing housing, and the ability to attract more developers into town.
- Met and created an MOU with Junction City for additional services. In negotiations with them for future municipal services.



- BNSF Franchise Agreement/Meetings: Continue to work with BNSF and now PNWR in order to keep their agreement to pay for the inner curbing and 14' of asphalt on both sides of the track. Completed MOU with BNSF, and helped negotiate a 3-year franchise agreement. Worked with City Attorney's on a replacement Construction and Maintenance Agreement that was eventually replaced with the current version. City in further negotiations with BNSF & PNWR in order to eliminate 3 crossings over the tracks, and to facilitate a major 4<sup>th</sup> Street/Rail Improvement Project.
- City Attorney Services: Created an RFP for new City Attorney services, due to retirement of current firm Brewer and Coulombe in March, 2024. In the process of obtaining new services for a City Attorney, and/or the provision of prosecution services in Municipal Court.
- Transportation System Plan (Former TSP/TGM Grant) (Objective 6), to facilitate creating TSP Master Plan, met with Public Works Director, Consultants, and ODOT Representatives. Held 2 Policy Advisory Committee Meetings with area leaders to work on objectives for a new plan, and one public meeting. Now working on survey results with consultants, on our way to a first draft of the TSP for the City of Harrisburg. This will improve Harrisburg's chances on future grants for transportation projects.
- Updated City Ordinances, including those for updates to the City Water and Sewer Ordinances. Compliments and kudos to Public Works Director Chuck Scholz for the most recent TMDL report submitted to the DEQ. (Argued with TMDL authorities on ability to sign the agreement, on whom to direct the agreement to, and how to help fund a RARE student on work to assist small cities in TMDL requirements.)
- LCSO – Continue to work on current practices, especially in relation to homelessness. Worked on modifications to current agreements as needed to address the need for additional services during special events. Held another very successful National Night Out Event with multiple taxing agencies, two law enforcement agencies, and City services being offered and focused upon, as well as feeding and entertaining Harrisburg citizens.
- Coburg Police Department – Continued to work with Coburg in modifying agreement to focus on code enforcement and local traffic patrol. Now negotiating with Coburg to provide stronger code enforcement services to benefit Harrisburg citizens.

**Park Improvements: (Objective No. 5)**

- Held a ground-braking event at Harrisburg Eagle Park with the Tri-County Chamber of Commerce and City Council members. Celebrated Eagle park and all of our plans for a regional park that benefits Harrisburg citizens and businesses, as well as all of the surrounding region!
- As noted previously, obtained a \$75,000 grant to develop a 43,000 sq. ft. dog park, ADA Access picnic area, and a little less than 1 mile in recreational and ADA accessible trails, complete with nature/informational signage, and access to the Willamette River.
- Worked with area volunteers on trail improvements, blazing a trail from the north side of the park, and providing 3 different Willamette River views. Connected trails between the north part of the park, to the ADA access way, to the main pond/future boat ramp area, and to the ADA picnic area.

- Applied for a Recreational Trail Program grant for the Harrisburg Eagle Park Trail Project at slightly under \$250K for close to 2.2 miles of trails. This grant request includes 3 trailheads, with 2 parking spots each, plus one parking lot in the middle of the 3 ponds area, and natural packed trails on the riparian edge of the Willamette River. This includes connecting with an ADA access trail, which will be blocked to traffic, and allows viewing of wildlife through the ponds area.
- Worked with Knife River to obtain a donation of concrete panels, which will form the base of the ADA spaces in Eagle Park, as well as future footpath bridges over the fish channel, and an outlet from the big pond to the river channel.
- Completed Annexation of 31 acres of the north portion of Eagle Park. Currently working with Linn County, and City Engineers, to start process of Conditional Use Permit, Riparian/Greenway Permit, and Floodplain Development Permit request for development of the southern portion of Eagle Park.

**Water Bond Project & HRA: (Objective 10):**

- As noted above, continue to communicate with citizens about the steps the City is taking in relation to the Water Bond Project. Used website notices, Friday Updates, and Newsletters for main notifications.
- Worked with congressional staff to realize that a BABA waiver requires too many conditions to make it viable for the City of Harrisburg, eliminated other funding sources as not being as useful as the SPFW funding mechanisms, and submitted funding requests to the Oregon Legislature in 2023-2024, and 2024-2025.
- Worked with Staff to develop a timeline for the next bid process, and to determine whether the City could afford a proposed \$2.2M in funding through the Special Public Works Fund, as established and recommended by Biz-Oregon. (Proposed budget in 24-25 can afford a \$2.2M loan at a 3% rate increase.)

**Street Projects: (Objective No. 7):**

- S. 9<sup>th</sup> St. was completed and is now starting to attract development on either side of the street.
- Public Works Director successful in obtaining a \$250,000 SCA grant for the 6<sup>th</sup> Street Improvement Project. (Thank you Chuck!)

**Library Projects: (Objective No. 4)**

- Library Staff (Thank you Cathy & Librarians!) followed through with the addition of a grief support program, the 2023 Multi-Cultural Festival, and a program which provides access for Library services to children outside of the city limits.

**Land Use Fees/SDC's/CIP:**

- Recently updated land use fees to reflect the new development code changes.
- The TSP project is working towards an updated program, which will update the Transportation SDC's.
- Both the Water Master Plan and Parks Master Plan had negligible changes to the current Harrisburg SDC's.

## City Administrator Evaluation

**PURPOSE:** To provide the City Administrator with information so that he/she can identify how to best serve and work with city officials, employees, and citizens.

**INSTRUCTIONS:** Review the following questions and indicate how well duties have been performed during the last year by rating the City Administrator’s performance by the scale below. Comments are very important and are encouraged. A rating of 1 requires a comment to best inform the City Administrator of exactly which actions require a higher performance level. You may assign a N/A if you have not observed the City Administrator in action for the questions asked.

<u>Rating</u>	<u>Description</u>
1	Unacceptable - Unsatisfactory Performance
2	Conditional - Requires Improvement
3	Satisfactory - Meets Expectations
4	Outstanding - Substantially Exceeds Expectations
N/A	Have Not Observed

<b>Public Relations</b>						
1.	When working with the public is the City Administrator diplomatic and represent the City in a positive way?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; text-align: center;">Rating</td> <td style="width: 35%;">Comments:</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table>	Rating	Comments:		
Rating	Comments:					
2.	Does the City Administrator make meaningful effort to educate and assist citizens?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; text-align: center;">Rating</td> <td style="width: 35%;">Comments:</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table>	Rating	Comments:		
Rating	Comments:					

<b>Leadership</b>						
3.	Does the City Administrator inspire others to succeed?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; text-align: center;">Rating</td> <td style="width: 35%;">Comments:</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table>	Rating	Comments:		
Rating	Comments:					
4.	Does the City Administrator actively promote efficiency in operations?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; text-align: center;">Rating</td> <td style="width: 35%;">Comments:</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table>	Rating	Comments:		
Rating	Comments:					
5.	Does the City Administrator demonstrate a high regard for professional ethics?	<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 15%; text-align: center;">Rating</td> <td style="width: 35%;">Comments:</td> </tr> <tr> <td style="height: 40px;"></td> <td></td> </tr> </table>	Rating	Comments:		
Rating	Comments:					

<b>Decision Making</b>		
6.	Is the City Administrator objective in decision making?	Rating Comments:
7.	Does the City Administrator exhibit the ability to resolve problems under strained and unpleasant conditions?	Rating Comments:
8.	In making decisions, does the City Administrator use common sense, tact, logical and sound judgment when making decisions?	Rating Comments:

<b>Execution of Laws &amp; Policies</b>		
9.	Does the City Administrator understand applicable laws and ordinances and cause them to be fairly enforced?	Rating Comments:

<b>Employee Relations-City Councilors &amp; Planning Commission can answer this section if they have observed the City Administrator's interaction with employees</b>		
10.	In your interaction with the City Administrator, has he/she been courteous and respectful, and served as a positive example for employees?	Rating Comments:
11.	Does the City Administrator seek to assist you in your professional development and give you training opportunities?	Rating Comments:

<b>Setting and Achieving Goals</b>		
12.	Does the City Administrator work with Councilors and staff to identify future needs?	Rating    Comments:
13.	Does the City Administrator take appropriate steps within fiscal limitations to achieve goals while also incorporating the use of the Strategic Plan?	Rating    Comments:

<b>Economic Development</b>		
14.	Is the City Administrator responsive to local and prospective businesses in the City? Does he/she encourage business growth by promoting the city and improving our business community?	Rating    Comments:

<b>Intergovernmental Relations</b>		
15.	Does the City Administrator cooperate cordially with neighboring communities and other government organizations that interact with the City of Harrisburg?	Rating    Comments:

<b>City Official Relations</b>		
16.	Does the City Administrator work well with the City Council in making sure there is adequate information available prior to meetings?	Rating    Comments:
17.	Is he/she willing to meet with council members to deal with individual problems and issues?	Rating    Comments:

<b>Planning</b>			
18.	Does the City Administrator make recommendations to the Planning Commission and City Council where appropriate, on development related issues, zoning, and Comprehensive Plan matters?	Rating	Comments:
19.	Does the City Administrator work with the public, developers, and decision makers in fairly applying city land use laws and regulations?	Rating	Comments:
20.	Does the City Administrator effectively use the City's Comprehensive Plan, Master Plans, and long-range planning goals in fulfilling the mission of the City?	Rating	Comments:

<b>Financial Management / Budget</b>			
21.	Does the City Administrator ensure the budget is prepared and executed in the manner approved by the city council?	Rating	Comments:
22.	Does the City Administrator ensure the City's funds and monetary reserves are managed properly?	Rating	Comments:

Additional Comments:

---



---



---



---

Date: \_\_\_\_\_

In order for this evaluation to be more valuable, it's helpful to know if it was completed by a :  
City Councilor:  Planning Commissioner:  or by City Staff  .

Thank you for taking the time to complete this evaluation. Your input is of the utmost importance to the Personnel Committee.



## CITY ADMINISTRATOR EMPLOYMENT AGREEMENT

### **PARTIES:**

City of Harrisburg, Oregon ("the City"), & Michele Eldridge ("the Administrator")

### **RECITAL:**

The purpose of this agreement is to establish the mutual and respective responsibilities, terms, and conditions under which the Administrator will serve the City as its Administrator. Therefore, the parties agree as follows:

#### **1. DUTIES AND RESPONSIBILITIES.**

- 1.1** The City agrees to employ the Administrator as City Administrator to perform (1) the functions and duties specified in the Charter, the Ordinances, and the resolutions of the City, (2) as required by state and federal laws, and (3) to perform other legally permissible and proper duties and functions as the City Council shall assign from time to time as more fully stated in the Job Description.
- 1.2** The Administrator shall also serve as City Planner, Enterprise Zone manager, and Executive Director of the Harrisburg Redevelopment Agency.

#### **2. LENGTH OF EMPLOYMENT.**

- 2.1** This employment agreement shall continue indefinitely.
- 2.2** The City shall have the right to end this agreement at any time, subject only to the provisions set forth in Section 9 of this agreement.
- 2.3** The Administrator shall have the right to end this agreement at any time, subject only to the provisions set forth in section 9 of this agreement.

#### **3. START DATE.** The date the Administrator will begin working for the City under this capacity is March 1, 2021.

#### **4. SALARY.**

- 4.1** The City agrees to pay the Administrator for her services rendered an annual sum of \$100,000, plus the approved COLI for FY 2023/2024.
- 4.2** Bonuses, pay increases, and fringe benefits may be considered by the City Council at any time.
- 4.3** Compensation shall be paid pursuant to the City's payroll policies and practices applicable to other city employees.
- 4.4** Any adjustment in salary made during the life of this agreement shall be in the form of a written amendment and shall become part of the agreement.

#### **5. RESIDENCY.** The Administrator shall reside within 15 miles or 20 minutes of the City of Harrisburg within one year.

6. **HOURS OF WORK.** The minimum expected work hours for the Administrator are 40 hours per week. Effective July 1st of each fiscal year, Administrator shall receive paid administrative leave in addition to vacation, sick and holiday leave as follows:

- 5 days per year (40 hours)

Administrative leave must be taken by June 30th of each year. Unused administrative leave days will not be cashed out and will not accrue from year to year and shall be forfeited if not used.

Effective October 31st of each fiscal year, Administrator shall receive 40 hours of paid compensation.

7. **BENEFITS.**

7.1 The Administrator shall be entitled to the same benefits as provided to other employees of the City. As the Administrator is currently a senior employee with the City of Harrisburg, she will be entitled to keep her leave banks and seniority with the City, based upon the original employment date of November 30, 2001.

7.2 The City agrees to pay the Administrator \$25 per month, paid quarterly, for use of her personal cell phone in the discharge of her duties.

7.3 The City shall be a member of the League of Oregon Cities; and, the City agrees to pay for the Administrator’s membership in the Oregon City County Managers’ Association, ICMA, and OEDA.

7.4 The City agrees to pay for all costs related to attending the Oregon City County Managers’ Association annual conference, and the ICMA annual conference.

7.5 If funds are available, the City Council will consider authorizing the Administrator’s attendance at other professional development opportunities.

8. **PERFORMANCE EVALUATION.** The council shall meet annually, no later than the 15<sup>th</sup> day of March of each year, with the Administrator to discuss Administrator-Council relationships, to assess the Administrator’s job performance and to review her annual salary. Said meeting shall be in executive session unless an open meeting is requested by the Administrator. The evaluation shall be made in reference to the job description of the Administrator and goals and objectives established for the Administrator for that year of evaluation. The purposes of the evaluation are to improve administrative leadership, maintain open lines of communication, and to enhance relations between the Council and the Administrator. The Administrator shall be entitled to meet with the Council to review its evaluation and supply any information that he may deem pertinent. The Mayor may assign some of the performance evaluation duties to the Personnel Committee so long as final decisions are made by the Council after the Administrator has had an opportunity to meet with the Council to discuss matters of mutual interest.

9. **TERMINATION AND SEVERANCE PAY.**

9.1 In the event the Administrator is terminated by the City while the Administrator is willing and able to perform her duties under this agreement, then the City agrees to pay the Administrator a lump sum payment equal to four (4) months of her aggregate salary and benefits.

9.2 In the event the Administrator is terminated because she willfully and repeatedly fails or refuses to adequately meet the requirements of her job description or comply with the policies, rules, regulations, and standards established by the Council in accordance with the



City Charter and which have been communicated to her, or because she commits any felony or other acts of willful misconduct connected with employment, the City shall be relieved of any responsibility to pay the severance pay referenced in section 9.1 above.

9.3 In the event the Administrator voluntarily resigns her position while this agreement is in effect, then the Administrator shall not be entitled to severance pay in accordance with this section.

9.4 In the event the Administrator voluntarily resigns her position with City then the Administrator shall give City two (2) month notice in advance, unless the parties agree otherwise in writing.

9.5 If the Administrator is permanently disabled or is otherwise unable to perform her duties without reasonable accommodation because of sickness, accident, injury, mental incapacity or health for a period of ten (10) successive weeks, City shall have the option to terminate this agreement subject to the severance pay requirements of this section.

10. **ATTORNEY FEES.** In the event any action, suit, arbitration or other proceeding shall be instituted by either party to this Agreement to enforce any provision of this Agreement or any matter arising therefrom or to interpret any provision of this Agreement, including any proceeding to compel arbitration, the prevailing party shall be entitled to recover from the other a reasonable attorney fee and related costs, including appellate costs, to be determined by the Court or Arbitrator(s).

11. **ETHICAL COMMITMENTS.** The Administrator will at all times uphold the tenets of the ICMA Code of Ethics, a copy of which is attached hereto and incorporated herein. Specifically, Administrator shall not endorse candidates, make financial contributions, sign or circulate petitions, or participate in fundraising activities for individuals seeking or holding elected office, nor seek or accept any personal enrichment or profit derived from confidential information or misuse of public time.

The City shall support the Administrator in keeping these commitments by refraining from any order, direction or request that would require Administrator to violate the ICMA Code of Ethics. Specifically, neither the governing body nor any individual member thereof shall request Administrator to endorse any candidate, make any financial contribution, sign or circulate any petition, or participate in any fundraising activity for individuals seeking or holding elected office, nor to handle any matter of personnel on a basis other than fairness, impartiality and merit.

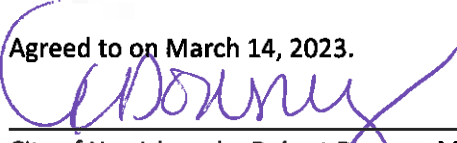
12. **AMENDMENTS.** This Agreement may be amended only by an instrument in writing executed by all the parties.

13. **ENTIRE AGREEMENT.** This Agreement sets forth the entire understanding of the parties with respect to the subject matter of this Agreement and supersedes any and all prior understandings and agreements, whether written or oral, between the parties with respect to such subject matter.

14. **SEVERABILITY.** If any provision of this Agreement shall be invalid or unenforceable in respect for any reason, the validity and enforceability of any such provision in any other respect and of the remaining provisions of this Agreement shall not be in any way impaired.

15. **WAIVER.** A provision of this Agreement may be waived only by a written instrument executed by the party waiving compliance. No waiver of any provision of this Agreement shall constitute a waiver of any other provision, whether or not similar, nor shall any waiver constitute a continuing waiver. Failure to enforce any provision of this Agreement shall not operate as a waiver of such provision or any other provision.

Agreed to on March 14, 2023.

  
\_\_\_\_\_  
City of Harrisburg by Robert Duncan, Mayor  
*Kim Downey* *Pro-tem Council president*  
Attachments: ICMA Code of Ethics

  
\_\_\_\_\_  
Michele Eldridge

# ICMA Code of Ethics

The mission of ICMA is to create excellence in local governance by developing and fostering professional local government management worldwide. To further this mission, certain principles, as enforced by the Rules of Procedure, shall govern the conduct of every member of ICMA, who shall:

1. Be dedicated to the concepts of effective and democratic local government by responsible elected officials and believe that professional general management is essential to the achievement of this objective.
2. Affirm the dignity and worth of the services rendered by government and maintain a constructive, creative, and practical attitude toward local government affairs and a deep sense of social responsibility as a trusted public servant
3. Demonstrate by word and action the highest standards of ethical conduct and integrity in all public, professional, and personal relationships in order that the member may merit the trust and respect of the elected and appointed officials, employees, and the public.
4. Recognize that the chief function of local government at all times is to serve the best interests of all people.
5. Submit policy proposals to elected officials; provide them with facts and advice on matters of policy as a basis for making decisions and setting community goals; and uphold and implement local government policies adopted by elected officials.
6. Recognize that elected representatives of the people are entitled to the credit for the establishment of local government policies; responsibility for policy execution rests with the members.
7. Refrain from all political activities which undermine public confidence in professional administrators. Refrain from participation in the election of the members of the employing legislative body.
8. Make it a duty continually to improve the member's professional ability and to develop the competence of associates in the use of management techniques.
9. Keep the community informed on local government affairs; encourage communication between the citizens and all local government officers; emphasize friendly and courteous service to the public; and seek to improve the quality and image of public service.
10. Resist any encroachment on professional responsibilities, believing the member should be free to carry out official policies without interference, and handle each problem without discrimination on the basis of principle and justice.
11. Handle all matters of personnel on the basis of merit so that fairness and impartiality govern a member's decisions, pertaining to appointments, pay adjustments, promotions, and discipline.
12. Public office is a public trust. A member shall not leverage his or her position for personal gain or benefit.

*Adopted by the ICMA Executive Board in 1924, and most recently revised by the membership in June 2017.*



THIS PAGE WAS INTENTIONALLY LEFT BLANK

# Council Priorities

The City Council previously identified its priority objectives and actions for Fiscal Year 2022-2023 from out of the strategic plan. The following table lists the priorities and updates as the date of this plan update.

Objective/Action #	Description
#3	<b>Create &amp; Advocate for a Wide Range of Housing Opportunities while Preserving and Improving Existing Affordable Housing.</b>
#5	<b>Develop, Maintain and Improve Total City Park Land Inventory;</b>
#7	<b>Make Regular and Substantive Improvements to City streets.</b>
#9	<b>Bring Community Awareness to Crime Issues in our City and Work to Create Solutions to Reduce and Prevent Crime</b>
#10	<b>Design, Build, and Operate a Conventional Water Treatment Plant</b>
#13	<b>Enhance Outreach to Existing Businesses; Work with Regional Partnerships to Promote Harrisburg Businesses and Economic Development</b>
#20	<b>Update Capital Improvement Program (CIP) and Verify SDC's and other Fee Structures are Still Competitive</b>



## City Administrator Position Description

**Reports to:** City Council

**Job Summary:** The City Administrator is responsible for the effective and efficient delivery of all municipal services. Work is performed under the policy guidance of the City Council who holds the employee accountable for achieving Council goals and directives.

This position is salaried and exempt from overtime wages.

**Supervisory Responsibility:** The incumbent supervises the City Recorder/Municipal Court Clerk, Finance Officer/Deputy City Recorder, Public Works Director, and Utility Billing Supervisor/Building Permit Clerk.

### Essential Duties/Functions and Responsibilities

1. Respond with patience and diplomacy to customer questions, concerns, complaints and requests regarding city matters over the telephone, in person, and by electronic communication.
2. Keeps the Council informed of city matters. Willingly accepts direction from the Council and advice from subordinates.
3. Coordinates the activity, planning, and financial performance of all city departments.
4. Advises the City Council at all times of the affairs and needs of the city.
5. Assures compliance with the City Employee Manual, and recommends changes to the Personnel Committee.
6. Confers with department heads and others on varied operating and administrative problems.
7. Reviews departmental plans, programs, and procedures.
8. Suggests innovations and methods to improve the standard of services rendered.
9. Formulates and proposes ordinance changes and policy alternatives to the City Council.
10. Recommends citywide goals and objectives to the City Council annually in the 5-year strategic plan.
11. Attends and participates in public meetings, as required.
12. Reviews and approves personnel evaluations.
13. Responsible for all hiring and disciplinary procedures.
14. Provides training opportunities for city staff and city officials.
15. Searches for and applies for appropriate grants and administers awarded grants.
16. Advises Council members in deliberations on policy and ordinance issues.
17. Responsible for enforcing code violations and verifying that City departments are following Council policy.
18. Encourages and develops city-wide economic development projects. This includes business retention, recruitment and expansion with citizens and businesses, including commercial and industrial development in the Harrisburg Urban Renewal Agency boundaries. Actively markets the

City of Harrisburg to developers and as part of regional and state economic development projects.

- 19. Represents the city in hearings with other governmental entities.
- 20. Counsels the Finance Officer in presenting the budget proposals to the Budget Committee and the City Council.
- 21. Responsible for renewing and negotiating franchise agreements and IGA's with other governmental bodies and agencies.
- 22. Provides information to and answers questions of media representatives.
- 23. Manages Harrisburg Redevelopment Agency, Harrisburg Enterprise Zone, and the Planning and Building permit programs (see detail below).
- 24. Performs other duties as assigned.

**Non-essential Duties:**

- 1. May attend off-site trainings and conferences.
- 2. May serve as a member of the Safety Committee and other employee committees.

**Other Significant Duties:**

City Planner:

Makes recommendations to the Planning Commission and the City Council, where appropriate, on development related issues, zoning, and Comprehensive Plan matters. Provides staff support to the Planning Commission. Reviews land use application for compliance with code provisions and prepares staff reports for the Planning Commission and City Council. Works with, and advises the Contract Planner employed by the City when needed. Advises citizens on city ordinance requirements. Prepares and reviews improvement agreements between the city and developers. Advises the Planning Commission and the City Council on long range planning considerations and changes to land use ordinances. Performs field inspections of land use sites, as needed. Responsible for supervising the Building Permit Clerk and the performance of the building permits department in relation to meeting City code provisions and land use approvals and works effectively with the planning and building department the City contracts with.

Harrisburg Redevelopment Agency Director:

Oversees appropriate commercial and industrial development. Prepares agendas and provides guidance to the Agency. Works with property owners and industrial properties within the Urban Renewal District, along with state and county officials, to provide the most meaningful economic development possible.

Harrisburg Enterprise Zone Manager:

Advises the City Council on the goals and the use of the program. Provides review and approval of Authorization Applications. Works with authorized companies to ensure timely claim filing and assisting with other needs. Keeps current and prospective industries informed of the purposes of the program. Prepares reports associated with the program.

**Education, Qualifications and Experience:**

To perform this job successfully, an individual must be able to perform each of the essential and other significant duties satisfactorily. The requirements listed below are representative of the knowledge, skill, and/or ability demanded by this job. Reasonable accommodation may be made to enable individuals with disabilities to perform essential functions.

**Education and Experience:** Master's degree in public administration, business administration, or planning, and five years progressively responsible administrative experience, preferably in municipal government; or, an equivalent combination of education and experience sufficient to successfully perform the essential duties of the position.

Knowledge of municipal government organizations, public financing and budgeting, personnel management, labor law, and land use planning. Abilities to appraise the quality of varied municipal services through inspection and review of work reports and effectively initiate improvements in management methods. Experience interpreting and applying laws, rules, and regulations. Ability to recognize and analyze situations, problems, and financial statements. Ability to direct supervise, and evaluate the work of others, and establish and maintain cooperative and harmonious working relationships with city officials, department heads, employees, business and government organizations, and the general public.

**Language Skills:** Ability to read, analyze, and interpret reports, legal documents and government records. Ability to respond to frequent inquiries and complaints from the public, regulatory agencies, supervisor, subordinates, members of the business community, etc. Ability to effectively present information to supervisor, public, and elected and appointed government bodies.

**Reasoning Ability:** Ability to identify and solve complex problems and deal with a variety of variables in situations where only a limited standardization exists. Ability to interpret information and instructions furnished in written, verbal, diagram, or schedule form.

**Computer Skills:** Ability to operate a computer. Expert in using word processing, spreadsheets, and government software. Ability to use email communication, geographic information systems, and other online applications and software.

**Work Relationships:** Ability to effectively delegate assignments, prioritize work, and communicate with subordinates. The employee will have frequent contact with the public both inside and outside the office environment. The employee will have frequent contact with elected and appointed government officials, and the business community. Ability to motivate employees and maintain a positive workplace. The employee is part of a team, and will contribute accordingly.

**Physical Demands:** While performing the duties of this job, the employee is regularly required to sit, stand, walk, talk, and hear. The employee will use hands to handle objects, tools, or controls. The employee is occasionally required to balance, stoop, kneel, crouch or crawl.

The employee will regularly lift and/or move objects or materials up to 10 pounds, and occasionally to lift and/or move objects up to 50 pounds. Specific vision requirements to perform this job include both far away and close up vision, color vision, peripheral vision and depth perception. The employee may be required to operate a computer up to six hours or more a day.

**Working Conditions:** Work is performed both in a climate controlled office environment and outdoors. Employee will be required to drive a city vehicle.



Attendance  
Requirements:

Work is during the daytime, with frequent evening and weekend work required. Employee is expected to be at work during the operating hours of city hall.

---

Approved by the City Administrator