

**Questions to be reviewed by the Independent Counsel for public presentation to the City Council**

- **Did Mayor Pam O'Connor improperly intervene in and attempt to influence the City Manager's decision to fire Elizabeth Riel? (This differs from the criminal matter concerning whether she violated Section 610 beyond a reasonable doubt.)**
- **Should City Manager Rod Gould have cautioned Ms. O'Connor that her conduct crossed the line and was improper interference and an improper attempt to influence his decision? Did Rod Gould fail in his duty to act as a barrier between staff and political intervention from a council member in a hiring/firing decision?**
- **Should the senior staff whom Mr. Gould sought advice from have cautioned him about Ms. O'Connor's conduct and whether he should be discussing with Ms. O'Connor the firing of Ms. Riel? Did senior staff offer appropriate advice and provide critical questioning when needed?**
- **Did the City Manager and his senior staff discuss concocting a false story to cover the political nature of the Riel firing? See 5 emails on May 25, 2014.**
- **Was an appropriate and fair process followed for the firing of Elizabeth Riel? Was she given proper notice of the allegations and a fair chance to address them?**
- **Was the hiring of Debbie Lee almost immediately after the firing of Ms. Riel best practices and proper procedure, when Ms. Lee had not gone through any of the detailed application and interview process established by the City that led to the eventual hiring of Ms. Riel?**

- **Did the City Attorney provide appropriate legal advice? The record indicates that Mr. Gould sought her advice, particularly about whether the City would be exposed to liability and whether firing Ms. Riel would violate the First Amendment. Did Mr. Gould seek this advice; what facts were known to Ms. Moutrie on which to base her advice; was the advice given correct and appropriate?**
- **Could the matter have been settled earlier, even before a lawsuit was filed, saving taxpayers significant fees, costs and staff time? What was the role of the City Attorney and the City Manager in this?**
- **Was the City Council fully informed of the underlying facts and law concerning the firing of Ms. Riel? Was the Council fully apprised from the start about the O'Connor-Gould emails and their content?**

**Given the answers to these questions:**

- 1. What are the appropriate findings the City Council should make as to the conduct of former Mayor and current Councilmember Pam O'Connor?**
- 2. What are the appropriate findings the City Council should make as to the conduct of former City Manager Rod Gould, his senior staff and the City Attorney?**
- 3. What rules and procedures should be implemented to improve practices and accountability, and to try to ensure that weaknesses discovered in the review process are not repeated?**